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Contents

<u>Subject</u>	<u>Page</u>
Executive Summary	2
Business Advisory Center	5
Business Support Organizations Partnership Program	9
Bank Training Program	12
Education	15
Border Action Against Malaria	16
Promoting Good Governance Project	19
Thailand Competitiveness Initiative	24
Appendix A: BSOP – Project Matrix	30
Appendix B: BAAM – Project Matrix	42
Appendix C: BAC – Consulting Project Results Reports	52

Executive Summaries

Business Advisory Center

The Business Advisory Center has extended its USAID-funded program of support for SMES with funding from the Thai government under the "Invigorating Thai Business" (ITB) program. The BAC completed its 19 ITB projects on schedule with good results as evidenced by the numerous improvements at each SME company and the feedback received. A number of these projects were nominated for Outstanding Project Award by the Department of Industrial Promotion. Encouraging results from these projects should ensure that the BAC will be awarded more projects from the next phase of ITB. The 10 SME Bank's "New Entrepreneurs Creation" projects were progressing smoothly. The presentations on the business plans were all approved with only minor changes. The projects are to be finalized in April. While government projects like these continue to establish the BAC in the SME consulting field, it is moving ahead with strategic planning to chart its future course. A tentative business plan for post-AERA sustainability of the BAC is planned for presentation to KIA Asia management for consideration in May.

Business Support Organization Partnerships

Two large grant projects reached completion under the BSOP program in this quarter. The Thai Bankers Handbook, released in March 2003, offers a comprehensive guide to proper Thai banking practices. The project was completed with the professional aid of the American Bankers Association and reflects the cooperative input of Thai bankers, lawyers, and professors. A credit bureau seminar, conducted in February, educated members of the banking industry, as well as consumers, on the development of credit bureaus and on the Credit Information Business Act that took effect in mid-March. Ongoing projects under the BSOP program include establishing a link between the Thai Logistics and Production Society and the American Production and Inventory Control Society, as well as a Regulatory Dialogue Program to encourage adoption of reform initiatives promoting improved corporate and public governance.

Bank Training Program

Several projects were completed under the Bank Training Program during the first quarter of 2003. The AERA working group committee approved a proposal for the continuation of a training program for banking personnel that will be conducted from May through November of 2003. PricewaterhouseCoopers FAS Ltd. conducted a program on Small Corporate Skill Improvement designed to help managers at Thai Farmers Bank refine their approach to assessing and financing SME projects. Two seminars on e-business and entrepreneurship, in which lecturers covered concepts and processes of e-business and their relation to entrepreneurship were completed during March.

Anticipated projects under the Bank Training Program include numerous course offerings on risk management and training seminars in the practice of risk control.

The success of the Bank Training Program has been indicated by continued participation in training activities and in the increasing number of banks adopting new policies, systems, and procedures.

Education

Education projects undertaken this quarter include the observation by members of KIAAsia staff of the English Language Center, established by experts from Oregon State University, at Mae Fah Luang University. A consultant team from Chulalongkorn is in the process of reviewing and recommending modifications for the materials to be used in the English through Entertainment program that is designed to help students develop English-language skills by engaging them in entertaining learning materials.

Border Action Against Malaria

During this quarter, major activities implemented under the BAAM Project included:

- *In vitro* sensitivity monitoring and *in vivo* study of therapeutic efficacy of the currently used front line anti-malarial drugs in 9 border provinces under the malaria sentinel surveillance drug resistance network initiative.
- Implementation of research for a dipstick malaria diagnostic test.
- Workshop to summarize experience in teaching-learning about malaria in 25 schools and draft content of an integrated thematic curriculum unit on *Mosquito-Borne Diseases: Malaria* for implementation in grades 1-9 in border area schools in 2003-4 school year;
- Surveys of community health problems and malaria knowledge, attitudes, practices by school children in 15 phase 2 border schools in Tak, Mae Hong Son, Chiang Mai, Chantaburi, and Trat Provinces under replication trials on expansion of the Partnerships for a School-based Approach to Community Action Against Malaria Project;
- Orientation workshops on community-based malaria control in Chantaburi and Trat Provinces;
- Training in use of GIS for malaria control in Chantaburi Province;
- Community civil-society forums on malaria problem, analysis, and action planning in Chantaburi and Trat Provinces.

The Asia Foundation Promoting Good Governance Project

The Asia Foundation Promoting Good Governance Project oversaw the completion of two projects during this quarter and anticipates the completion of four more early in the next quarter. In addition to the publication of a Thai-language handbook on human rights, the Human Rights Training Program for Master Trainers took place during the first reporting period of 2003. After a core team developed the 70-hour training curriculum, the Human Rights Training Program educated a group of master trainers on safe and effective methods to monitor rural human rights abuses. The project's success is evidenced by requests from several organizations to implement the training program for their own groups.

The Foundation undertook efforts to involve the public in suppressing government corruption by visiting school administrators and distributing pamphlets to educate citizens on common types of local-level corruption and the link to corruption at higher levels of government.

The final report from a 14-month long study carried out by the Public Administration Association examining corruption at district-level government is scheduled for release in late

May. The report will categorize incidents of corruption according to their occurrence along the three stages of procurement and use this as a basis for recommending procedural and policy reforms.

The Environmental Litigation and Advocacy for the Wants program, designed to defend local communities against the abuse of their environments, has lately introduced general environmental law training programs that will conclude in late May.

Thailand Competitiveness Initiative

By the end of March 2003, the Thailand Competitiveness Initiative had engaged, to varying degrees, with eight clusters. TCI's principal objective in the "One Tambon, One Product" project ongoing in Udon Thani documents the development and learning processes. Engagement in the multi-media cluster continues with strategic planning and implementation of initiatives. The cluster on high value agricultural products is engaged in promoting "Good Agricultural Practices" (GAP) among its members. It is also supporting a "Policy Action Initiative" to coordinate government inspections with GAP and the practical realities in the field. Senior level meetings have been arranged with the Agriculture Ministry inspection units. Initial meetings in the Chiang Mai area took place with members of the NOHME and ceramic clusters. Several meetings took place with leaders of the gem and jewelry cluster in Chantaburi, and with the silkworm cluster in the Korat area. KIASIA and TCI held a conference in Phuket and in conjunction with the Phuket Tourism Association as well as mayors and political leaders to discuss prospects for the island's tourism cluster.

Dialogue with the public sector took place through two activities. In January, Mr. Howard Rosen, former Executive Director of the US Competitiveness Policy Council, made a presentation during a closed-door conference on the "Vision for Thailand" in Chiang Mai before the Prime Minister and selected participants from the government and business sectors. In February and March, the newly-hired senior consultant and a TCI staff member initiated meetings between the relevant government entities and leaders, and the participants of the high-value agricultural products cluster in three western provinces, promoting cooperation to develop a policy action initiative (PAI) on health and safety standards for foods.

Because Cambodia lacks a resident country manager, competitive activities for the nation fall under Thailand's initiative campaign. TCI ran a half-day introductory presentation and training session for the staff of SME Cambodia and representatives from the National Institute of Management (NIM).

Project Reports

Business Advisory Center

SMEs Assistance Projects

Volunteer Expert Jim Kelly was recruited from IESC to assist a solid rubber tire manufacturer in Bangkok during the last 3 weeks in January. Mr. Kelly's assistance concentrated on improving the quality of tire production with specific goals to find the sources of quality defects in the production process and to help establish a Research and Development laboratory for such areas as compound formulation and mould production. The company exports to Europe, Russia, Middle East and the United States. Mr. Kelly's advice helped them better understand their production processes to find the sources of their production defects and therefore enabled them to control for these factors and ensure that customers receive quality products.

Mr. Kelly has a lifetime of experience working for Goodyear Tires in the U.S. He retired from Goodyear in October of 1988 and started his own consulting company specializing in rubber compounding/production consulting. His major clients include Goodyear Tire International, Mohawk Tread Rubber, Wacker Silicones, and Polysar, among others.

Dr. K.C. Ting, supervisor at the California Department of Food and Agriculture, Anaheim, California, worked on a BAC-ACDI/VOCA project to help the National Food Institute (NFI) in Bangkok in a variety of highly technical areas. Nine different seminars were conducted in the NFI laboratory on the following topics: sample preparation, matrix cleanup, organohelogen analyses by gas chromatographic unit with flame photometric detector, nitrogenous analyses by gas chromatographic unit with thermionic nitrogen detector, N-Methylcarbamate analysis by high pressure liquid chromatographic unit with post-column derivatization system and fluorescence detector, confirmation analyses by gas chromatographic unit with mass selective detector, proficiency testing program (homogeneity, stability, statistical interpretation), and other analytical methods (PCB, 2,4-D, Benomyl, Dithiocarbamates, etc.).

The majority of the seminars included hands-on demonstration and participation by the NFI scientists to ensure understanding of techniques and operations. This project has provided fundamental information to the NFI in developing analytical methods suitable to Thailand's food industry. Furthermore, the NFI staff scientists have gained the basic skills necessary to tackle the Proficiency Testing Program and to lead the Institute in becoming a certified Proficiency Testing Organization.

The NFI was established in 1996 as an independent institution to foster development in the Thai food industry with collective support from the Departments of Export Promotion, the food industry sector of the Federation of Thai Industries and the National Science and Technology Development Agency (NSTDA). Its Laboratory Services Division offers a wide range of chemical, microbiological and physical tests to help food industries comply with the international standards or specific requirements of their respective markets. Its services include tests for:

- Nutritional food composition
- Agricultural contaminants

- Heavy metals and food additives
- Microbiological tests for Salmonella, Clostridium, E. Coli, and others
- Visual and sensory tests

Dr. Richard Ward, a Volunteer Expert from CDC, provided assistance to a property valuation company in Bangkok during March 3-21. The company offers services in property valuation, real estate research and studies, traffic count survey, seminars and training on real estate topics and GIS Digital Mapping. In order to remain competitive, the company requested assistance to increase its know-how on the Computer-assisted Mass Appraisal (CAMA) method of property appraisal/valuation. Dr. Ward is a professional consultant with expertise on the subject. He spent the three weeks at the company's Bangkok head office to train their staff on valuation modeling, location analysis and the CAMA method of real property appraisal. The company said that the training increased its expertise in Real Estate Appraisal and provided insights into long-term business and marketing strategic planning.

Indicator Table I

Intermediate Objective 1

Bank and Business Activity Restarted

Indicators	Total number of SMEs receiving AERA consulting assistance Increase in gross revenue
Unit of Measure	Number of firms assisted Average percentage change in gross revenue on the part of assisted firms.
Source	Company records and company reports to BAC
Indicator Description	Current GDP growth projections for Thailand are in the 2.5% range. SMEs receiving AERA assistance are expected to perform at least twice as well and a target of 5% growth in total revenue has been set. One year after assistance, firms' revenue for the most recent quarter will be compared to the same quarter the previous year.

Year	Target # of Assisted SMEs Cumulative	Actual # of Assisted SMEs Cumulative	Actual Average % Increase
2000	20	116*	31% ¹
2001	120	165	40% ²
2002	220	193	43% ³
2003	320	215	40% ⁴
2004	410		
2005	500		

* Including 40 for 1999

¹: 10 projects out of 32 respondents reported sales increase
16 projects reported no change in sales
3 projects reported sales decrease
3 projects did not reveal sales data

²: 2 projects out of 5 respondents reported sales increase
2 projects reported no change in sales
1 project did not reveal sales data

³: 16 projects out of 37 respondents reported sales increase

15 projects reported no change in sales
 2 project reported sales decrease
 4 projects did not reveal sales data

4.
 2 projects out of 5 respondents reported sales increase
 2 projects reported no change in sales
 1 project did not reveal sales data

Indicator Table II

Intermediate Objective 1

Bank and Business Activity Restarted

Indicator	Business plans or elements of business plans in use by SMEs receiving AERA assistance.
Unit of Measure	Percentage of SMEs with current business planning.
Source	Company follow-up reviews by BAC.
Indicator Description	Each SME receiving assistance will be encouraged where appropriate to use business planning methodologies. The percentage of firms that continue to maintain that planning one year after assistance is projected at 50%.

Year	Target	Actual
1999	0	Baseline - 0
2000	50%	100% *
2001	50%	100% *
2002	50%	97% **
2003	50%	100% ***
2004	50%	
2005	50%	

* All of the 32 and 5 responded projects in year 2000 and 2001 respectively either have business plans newly created or have existing plans in place

** 36 of 37 respondents have business plans in place and 1 does not

*** All of the 5 respondents have business plans in place

Business Support Organizations Partnership Program

Projects completed this quarter

1. Thai Bankers Handbook

The project to develop a Thai Bankers Handbook, begun in 2000, was completed in March 2003. The Thai Institute of Banking and Finance Association (TIBFA) introduced the "Thai Bankers Handbook" to 130 financial sector professionals and the media on March 14, 2003. The handbook is Thailand's first comprehensive source of information on Thai banking practices for banking and finance professionals applying international banking best practices to the Thai market. The Handbook is also a useful resource for business persons and students. With BSOP support, this project received technical assistance from the American Bankers Association (ABA). TIBFA worked in cooperation with Thai bankers, lawyers and university professors to write, adapt and edit the contents of this 18-topic handbook. One thousand copies have been published and distributed to TIBFA's members, associations, and educational institutions.

2. Public Education Program on Credit Bureaus

Mr. D. Barry Connelly, Former President of the US Consumer Data Industry Association (CDIA), and Ms. Peggy L. Twohig, Assistant Director of the US Federal Trade Commission (FTC), joined with the Thai experts from the Fiscal Policy Office, Ministry of Finance and the Bank of Thailand to deliver a credit bureau seminar. The event, held on February 25, attracted 250 bankers, regulators, credit information managers and consumers. Ms. Nataliya Mylenko, a Financial Sector Operations and Policy consultant from the World Bank joined with the US credit bureau experts to share the international experience developing credit bureaus with the Thai participants. The seminar aimed at increasing the public awareness of Thailand's new Credit Information Business Act. The new Act was scheduled to go into effect on March 14, 2003. The main goals of the Act are to ensure consumer confidence, facilitate the use of credit information to make knowledgeable loans, and give the government the regulatory tools needed to provide appropriate oversight. This seminar was supported by the US Agency for International Development (USAID), Kenan Institute Asia, the World Bank, and the Thai Credit Bureau Co., Ltd. In addition to the seminar, the credit bureau experts conducted a series of roundtable discussions to share the US and international experiences on credit bureaus with Thai regulators, bankers, members of Thai Credit Bureau Co., Ltd. and members of Thai Bankers' Association between February 26 - 27.

These activities are part of the Public Education Program on Credit Bureaus , a joint effort between the Ministry of Finance, Bank of Thailand, Thai credit bureaus, the US Federal Trade Commission, the Credit Data Information Association, and KIAAsia. The project was successfully completed.

Ongoing Activities

1. Establishing TLAPS Linkage with APICS

The Thai Logistics and Production Society (TLAPS) in partnership with the American

Production and Inventory Control Society (APICS) invited Mr. Keith Launchbury and Mr. Joel R. Karum to deliver a 3-day course for candidates to prepare for the Certified Production and Inventory Management (CPIM) examination to be taken in Thailand for the first time on March 22. The first review class focused on the first module - Basics of Supply Chain Management (BSCM). It was conducted between February 28 - March 2, 2003 at Chao Phraya Park Hotel, Bangkok. The class was attended by 35 middle management staff from the private sector who work in the areas of logistics and production. The second review class on the second module – Master Planning of Resources is scheduled for June 20 – 22.

CPIM, an APICS' internationally recognized program, is the standard that certifies advanced understanding of production and inventory control concepts and methods. To become certified, the candidate must pass five interrelated CPIM modules, including Basics of Supply Chain Management, Master Planning of Resources (MPR), Detailed Scheduling and Planning (DSP), Execution and Control of Operations (ECO), and Strategic Management of Resources (SMR). APICS-TLAPS will be conducting the first CPIM exams in Thailand, scheduling in March, July and December 2003. Prior to this, the nearest locations for these exams were Singapore and Malaysia.

Regulatory Dialogue Program

With funding from USAID under the Accelerating Economic Recovery in Asia program, KIA Asia and PADCO, a consulting firm, worked with a range of U.S. and Asian partners and donors to support country-led reform initiatives by facilitating access to international best practices that promote improved corporate and public governance. To date, four dialogue projects in Thailand and in Vietnam have been approved and implemented. One dialogue project, a judges forum on Administrative Courts, was completed during this quarter.

Judges Forum on Administrative Contracts

The Office of the Administrative Courts organized a two-day Thai-US forum entitled "Government Contracts: Sharing International Experiences on Government Contracts and the Role of the Courts" held between March 12 - 13, 2003. The first day of the forum hosted over 250 participants including judges and lawyers. Fifty key stakeholders participated in the forum on the second day. Three US experts joined with Thai judges from the Administrative Courts to share US and international experiences on administrative contracts with Thai participants. Three US experts in attendance included Judge Eric G. Bruggink from the US Court of Federal Claims, Professor Joshua I. Schwartz from George Washington University Law School, and Mr. Daniel J. Mitterhoff, President of China Mekong Law Center. In addition, Mr. Carey Gordon, Contracting Officer at the US Agency for International Development, shared his experiences as US Federal Contracting Officer. The forum is part of the Capacity Building Program for Thailand's Administrative Courts to develop court policy guidelines for handling administrative contract cases.

Business Support Organization Partnerships Indicator Tables

Intermediate Objective 1

Corporate and Financial Governance Improved

Indicator	Policies, systems, or procedures adopted by participating partner organizations
Unit of Measure	Number of participating organizations implementing policies, systems, or procedures introduced or strengthened through the partnership fostered by the BSOP

Year	Expected Measures Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	7	17
2002	10	23
2003*	15	25
2004	20	
2005	25	

* Q1 of Year 2003 (January – March 2003): In total, 25 policies and systems have been changed.

Intermediate Objective 2

Financial and Corporate Governance Improved

Indicator	The number of long-term partnerships initiated and maintained
Unit of Measure	Number of partnerships

Year	Expected Partnerships Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	4	16
2002	8	22
2003*	12	23
2004	10	
2005	8	

*Q1 of year 2003 (January – March): 23 partnerships between Thai and U.S. organizations are maintained.

Projects for which partnerships no longer exist are TRIS (one time consultant for technical assistance) and Institute for Management and Education for Thailand Foundation (IMET) (project ended).

Bank Training Program

New Bank Professionals Development Network Phase II Approved

As a result of successful feedback from a pilot distance training program for government banking personnel, supported by the BTP in year 2002, the government banks decided to continue running the program for a second year. Their proposal on “*New Bank Professionals Development Network Phase II*” was approved by the AERA working group on April 4, 2003. Bank for Agriculture and Agricultural Cooperatives continues as the project leader this year and participating banks include Government Savings Bank, Government Housing Bank, Krung Thai Bank, and the Small Industry Finance Corporation.

The training topics for year 2003, agreed by all participating banks, are 1) Good Governance; 2) Credit Analysis on SMEs and Microfinance; 3) Marketing and Customer Relationship Management; 4) Knowledge of Cheques and Money Laundering Protection; 5) Banking Account Law; and 6) NPLs Management and Techniques.

The training program will start in May and will finish in November 2003. Three-thousand participants are expected to attend each course, and the total participants for all six courses will be 18,000, excluding 3,000 attendants expected at the opening session of the program on April 25, 2003.

Small Corporate Skill Improvement Training Program for Thai Farmers Bank Completed

The Small Corporate Skill Improvement training program for the Thai Farmers Bank (TFB), conducted by PricewaterhouseCoopers FAS Ltd., was successfully completed. A total of 156 SME senior managers attended the training program during period of January – March 2003. The main topics included identifying business risks, developing cash flow projection, structuring credit line and pricing the loan particularly for SMEs borrowers. The result of the training indicated that the course contents, instructors, and presentation methodologies were satisfied. The knowledge gained from the training was designed to be applied to actual work situations.

E-Business and Entrepreneurship Seminar successfully completed

The Bank Training Program jointly organized two seminars with the Rajabhat Institute Suan Dusit and with the Institute for Small and Medium Enterprises (ISMED) in cooperation with the Bangkok Bank (BBL) on E-Business and Entrepreneurship. The first seminar, co-organized with the Rajabhat Institute Suan Dusit, was held on March 24-25, 2003 at Rajabhat Institute Suan Dusit. Participants in this seminar were approximately 100 directors and instructors of the 41 Rajabhat Institute nationwide. The second seminar, co-organized with the ISMED and the BBL, was held on March 26-27, 2003 at Miracle Grand Hotel, Bangkok. Nearly 300 SMEs managers attended the seminar. Five successful SMEs were invited to share their lessons learned in e-business during the presentation.

Led by professionals with experience in e-business and entrepreneurship from the College of Business Administration of the California State Polytechnic University at Pomona, both seminars were very well received. They were presented by a team of lecturers consisting of

Dr. Henry C. Co, Dr. William J. Cosgrove, and Dr. Gail R. Waters. Topics discussed included some of the key underlying concepts of e-business, illustrating their impact on entrepreneurship and on existing enterprises as well as various tools, procedures, and processes in e-business which could be employed in the participants' organizations.

Ongoing Bank Training Projects

1) Risk Management for Financial Institutions Training

Risk Management Training for the Siam City Bank (SCIB) is on going. The training sessions in April – May 2003 is scheduled as follows:

Course	Target group	Training Date
General Introduction to Risk Management	Department and Deputy Department	May 12
<i>Credit Risk Management</i>		
Best Practice in Credit Risk Management	Credit Related Functions	April 28-29
Best Practice in Credit Risk and Market Risk Management	Board and Credit Committee	May 6
<i>Market Risk Management</i>		
Market Risk Management for Front Office	Market Risk Unit and Front Office	May 8
Market Risk Management for Support Functions	Support Management	May 9
Best Practice in Market Risk Management	Credit Marketing Unit	May 29-30

2) Training in Risk Control for Export Financing

Training in Risk Control for Export Financing for EXIM Bank (EXIM) is continuing. The 2- day training in best practices in credit risk management for credit management staff will be held during 29-30 April 2003. Topics include credit principles, types of credit risks, the lending processes, credit administration, and problem loan management. The training program is being performed by Pricewaterhouse Risk Management Services Ltd.

Indicator tables for Bank Training Program

Intermediate Objective 2 Corporate and Financial Governance Improved

Indicator	Policies, systems, or procedures adopted by the participating banks
Unit of Measure	Number of participating banks implementing new policies, systems, or procedures
Source	<ul style="list-style-type: none"> ◆ Executive orders, and implementing rules and regulations of the participating banks ◆ Reports from the participating banks
Indicator Description	1. Implementation of new procedures and systems related to the training courses, i.e. new Credit Policies or Credit Policy Manuals, Risk Management Procedures, Internal Control System, Responsibility Accounting Centers or Systems

Year	Target # of banks Cumulative	Actual # of banks Cumulative
1999	0	Baseline - 0
2000	4	4
2001	5	7
2002	10	12
2003	12	15

Intermediate Objective 2 Corporate and Financial Governance Improved

Indicator	Training activities in related topics
Unit of Measure	Number of banks continuing training programs using concepts, skills and materials provided through AERA assistance

Year	Target # of banks Cumulative	Actual # of banks Cumulative
1999	0	Baseline - 0
2000	3	3
2001	6	7
2002	10	11
2003	12	13
2004	12	

Education

English Language Center for Mae Fah Luang University Project

In early January, two KIASia staff visited Mae Fah Luang University to check on the project progress and to observe the establishment of the English Language Center. The TESOL experts from the English Language Institute, Oregon State University presented their plan and progress of the establishment of the Center and brought KIASia staff to see the room site for the center.

During their stay at Mae Fah Luang University, Ms. Carol Odell provided workshops and tutoring methods to improve and strengthen the university's English language programs. She also helped develop the MFLU preparatory courses. Ms. Helen Polensek has played a significant role in designing the independent learning laboratory, or self-access rooms. The language laboratory is now ready for operation in a skeletal mode and will form the model for other language labs in near future.

IT for Education

English Through Entertainment

All draft contents and supportive materials are in the process of proofreading by the professional consultant team from Chulalongkorn University. The Supervisory Unit of the Department of General Education informed us that this process would take more time than they expected because some parts of the contents are needed to modify. After that, all contents and materials will be sent to KIASia for review before publishing and reproducing.

Border Action Against Malaria Project

The Border Action Against Malaria Project (BAAM) works with a broad national coalition to slow the emergence and spread of multi-drug resistant malaria in Thailand's border areas. The program is developing new models of cooperation and partnership, particularly with communities and the public health system, to monitor and respond to the threat that such resistant strains will spread, not only in Thailand, but also across the region. This is intended to contribute to decentralization and reform of the public health system, improving its effectiveness, empowering and enabling communities to become more self-reliant in malaria prevention and control. The purpose of the project is to improve the national capacity for surveillance and response to multi-drug resistant malaria.

Project Activities Implemented This Quarter

During the reporting period from January to March 2003, activities implemented included the following:

Surveillance

Pursuant to the national bureaucratic reform initiated in October 2002, health system structural reform and re-organization of units responsible for malaria control has resulted in the need for some adjustments related to assignment of responsibility for the operational aspects of BAAM strategies for surveillance and response to MDR malaria. The previous 5 regional offices for vector-borne disease control along with their field operational units, have been merged into the 12 regional Offices of Disease Prevention and Control, and the Malaria Division became a unit of the new Bureau of Vector-Borne Diseases in the Department of Disease Control (formerly Department of Communicable Disease Control). In addition, the National Malaria Training Center has been transformed into a research and training center.

BAAM management held consultations with the new Bureau of Vector-Borne Diseases and the research and training center regarding future implementation of sentinel surveillance and studies on drug use practices. It appears that the newly constituted research and training center will play a key role in managing information on sentinel surveillance and drug resistance, and will take the lead in developing studies on drug use practices. 2003 will be a transition period for shifting assignments for sentinel surveillance in accordance with the new organizational structure.

Sentinel site monitoring of antimalarial drug resistance: *In vitro* sensitivity monitoring and *in vivo* study of therapeutic efficacy of the currently of the currently used front line antimalarial drugs continued in 9 border provinces under the malaria sentinel surveillance drug resistance network initiative.

Response

Research and development of an affordable, reliable, locally produced rapid test for malaria antigen: The Ministry of Public Health implemented the following activities:

- Research on developing dye particle-linked monoclonal antibodies against pLDH and pGAPDH for malaria antigen detection;
- Research for cloning and expression of LDH and GAPDH enzyme from *P. falciparum* by genetic engineering method;

Partnerships for a School-based Approach to Community Action Against Malaria

Subproject: The Life Skills Development Foundation organized implementation of the following activities:

- Meetings for screening and approval of BAAM resources to support implementation of community-generated malaria control projects in Tak and Mae Hong Son Provinces.
- Workshop to summarize experience in teaching-learning about malaria in 25 schools and draft content of an integrated thematic curriculum unit on *Mosquito-Borne Diseases: Malaria* for implementation in grades 1-9 in border area schools in 2003-4 school year;
- Surveys of community health problems and malaria knowledge, attitudes, practices by school children in 15 phase 2 border schools in Tak, Mae Hong Son, Chiang Mai, Chantaburi, and Trat Provinces under replication trials on expansion of the Partnerships for a School-based Approach to Community Action Against Malaria Project;

Community-Based Malaria Control Through Civic Partnerships Along the Thai-Cambodia

Border: This quarter witnessed the beginning of implementation of the two subgrants to Provincial Public Health Offices in Chantaburi and Trat Provinces with the following activities:

- Orientation workshops on community-based malaria control in Chantaburi and Trat Provinces;
- Community civil-society forums on malaria problem, analysis, and action planning in Chantaburi and Trat Provinces;
- Training in use of GIS for malaria control in Chantaburi Province;
- Workshop on community epidemiology for multi-sectoral local malaria control core participants in Trat Province;
- Training on improved diagnosis and treatment of malaria in Trat Province.

Coordination and Networking: BAAM Project management staff participated in the following events:

- BAAM Project Deputy Manager participated in a Workshop on drug use practices in Cambodia in March, to identify and rank drug use problem areas, to help guide revision of existing interventions, and to suggest the design of new interventions to enhance appropriate use of antimalarials in Cambodia.
- Consultations were held with Olya Duzey from MSH regarding initiating drug use practices studies in Thailand;
- WHO coordination meeting on health on the Thai-Burma border;
- Meeting with Tom Elam, Dr. Krongthong Timasarn, and MOPH partners to review progress on surveillance of drug resistance and R&D on rapid test dipstick for diagnosis of malaria.

Major Activities Planned for the Next Quarter

Major activities planned for the next quarter from April through June 2003 include the following:

- *In vitro* sensitivity monitoring and *in vivo* therapeutic efficacy study of currently used first line antimalarial drugs in 9 border provinces; annual workshop to review results of sentinel surveillance and other research on antimalarial drug resistance (May 20-21);
- BAAM co-sponsors (with WHO) a meeting on treatment of multi-drug resistant malaria for government hospitals and medical NGOs in border areas (May 22-23);
- Support for implementation of community-generated malaria control projects in Tak and Mae Hong Son Provinces;
- Training of trainers/team-building workshop followed by training of teachers in 15 expansion sites on participatory learning and action process under the Partnerships for a School-Based Approach to Community Action Against Malaria project.
- Pilot implementation of an integrated thematic curriculum unit on *Mosquito-Borne Diseases: Malaria* in grades 1-9 in 40 border area schools in Tak, Mae Hong Son, Chiang Mai, Chantaburi, and Trat Provinces;
- Support for community-based malaria control projects in Chantaburi and Trat Provinces;
- Implementation of GIS for malaria control in Chantaburi Province;
- Development of community-based epidemiology information system focusing on malaria control in Trat Province.

AERA Promoting Good Governance Project Implemented by The Asia Foundation

OVERVIEW

Since the inception of the AERA Promoting Good Governance Project in September 2000, The Asia Foundation has invested in 20 sub-project activities. Fourteen of these activities were completed by the end of the 9th Quarter. Two activities, the design and implementation of a Human Rights Training Program for Master Trainers, and the related publication of a Thai-language handbook on human rights, were completed during this reporting period. The balance of four activities will end during the next quarter on May 31, 2003. In addition, on April 4, 2003, the Foundation will enter an agreement with the Thailand Development Research Institute to conduct an evaluation of the AERA Project under the directorship of Dr. Deunden Nikomborirak, who is a recognized Thai specialist in good governance.

PROGRAM SUB-PROJECT PROGRESS

Research on e-Procurement to Reduce Corruption

As noted in previous reports, initial findings by the Chulalongkorn Political Economy group on corruption at the district level of government highlighted the fact that the procurement of public goods and services is one of the most perplexing accountability and transparency issues in local governance. The Public Administration Association (PAA) is in the final phase of a 14-month research project to clarify: 1) the generic causes of procurement corruption; 2) budgetary procedures that contribute to procurement corruption; and, 3) the role of public participation in the process of budgetary and procurement oversight.

The researchers have collected hundreds of sample case studies of corrupt procurement actions that have been reported in the press over recent years. Through an initial analysis of each case study, the team has categorized each problem into one of the three stages of the budgetary process (drafting, authorization, and oversight). By closer examination of each incident, the PAA team believes it will be able to catalog the specific actions or inactions that lead to or cause corruption to occur during each of the three stages of procurement. In this manner the team will be able to pinpoint specific problematic areas in the Thai procurement process. The team is currently developing their recommendations for reforming Thailand's procurement procedures and policies. Their final product is due May 31, 2003.

The National Human Rights Commission's Grass Roots Monitoring System

In order to assist the National Human Rights Commission to create a nationwide network of monitors, the first benchmark that had to be achieved was the development of master trainers with the potential, in pyramid fashion, to create a nationwide pool of trainers to provide potential monitors with the knowledge and skills they will require to effectively, and safely, monitor human rights abuses in the country-side. As the first step in achieving this benchmark, the Foundation coordinated the design of a participatory, human rights training of trainers program to initiate the process of developing a pool of master trainers. After

evaluation of the views expressed during an inception workshop, “Creation of a Human Rights Training Curriculum” on May 30, 2002, the Foundation organized a core working group to design the training curriculum.

The working group consisted of thirteen participatory training curriculum design experts and human rights education specialists from seven cooperating organizations: The Asia Foundation, the Women and the Constitution Network, the Coordinating Committee of Thai NGOs on Human Rights, the Union for Civil Liberty, the Association for the Promotion of Equal Rights, the Peace Information Center and Amnesty International Thailand. Members of the working group met for a series of strategy meetings and design sessions from July 1, 2002 through January 15, 2003. During this period they completed the basic design of a 70-hour training curriculum consisting of six sections. These sections are:

1. Human Rights Principles and Gender Perspectives
2. Basic Rights and Their Affirmation in Thai Laws and International Conventions
3. The Causes of Human Rights Violations and Protection Mechanisms
4. Non-Violence and Human Rights
5. Principles and Techniques for Participatory Human Rights Training
6. Hands-On Training and the Planning to Implement a Training Program

As the second step in developing the pool of master trainers, the Foundation in cooperation with its six partners, tested the 70 hour (nine-day) training program from January 20-29, 2003 in Nakorn Prathom Province to 1) test the training curriculum under actual field conditions, and 2) to training an initial 44 master trainers. In addition to the 13 master trainers drawn from the cooperating organizations, the working group invited 7 specialists to provide background lectures. These specialists included Khunying Amphorn Meesuk (NHRC Commissioner), Dr. Khothom Ariya, Phichai Srirat, Dr. Withit Mantaraphorn, Dr. Sriprapha Phetcmisri, Dr. Phusadi Tamthai, and Dr. Chaiwat Satha-anand.

A total of 44 participants, 20 men and 24 women, successfully completed the January master training of trainers program. The participants were drawn from a cross-section of organizations, government and non-governmental, with a collective nationwide coverage and with individual missions to provide training in human rights to various target audiences. There were 3 participants from the Secretariat of the National Human Rights Commission, 2 from the Adjutant General’s Office, 4 officers from the Ministry of Justice, 2 from the Border Patrol Police, 1 officer from the Baan Kret Home of the Ministry of Social Welfare, and 3 officers from the Continuing Education Department of the Ministry of Education. NGOs were represented by 2 members of the October Network, 2 from the Thai Women Lawyers Association, 3 from the Thai Lawyers Association, 2 from TRAFCORD, 3 from the Association for the Promotion of Equal Rights, 2 from the Foundation for Environment, 3 from Amnesty International Thailand, and 1 each from the Thai Environmental Institute, the Northern Thai Farmers Association, the Thai Volunteer Association, Empower, MAP, the Mirror Art Group, the Foundation for Child’s Rights Protection and the Center for the Promotion of Citizen Rights. There were also three academics, 1 from the Institute for Rural Development, Rajaphat Nakorn Ratchasima, and 2 from the King Prajadhiphok’s Institute.

The curriculum and training program were very well received by the participants. Among suggestions for improvements were the need for the development of additional case studies that could be used for hands-on training, increased attention on how to use the various mechanisms for protecting human rights (such as the new independent organizations under the

constitution), and increased attention to hands-on training in dispute resolution (mediation and conciliation). Participants suggested considerable time could be saved for these activities by reducing the number of special lecturers and the overall reduction of lectures. On the other hand, some participants (13) believed the training program was too long and provided little time for relaxation.

As part of the development of the training curriculum, the Foundation issued a grant to the Center for Human Rights Law and Peace Education, Sukhothai Thammathirat University Faculty of Law to publish a comprehensive handbook on human rights in the Thai language. The handbook includes various chapters that discuss the origins and definitions of human rights, Thailand's accession to the UN Protocol on Citizen and Political Rights, the rights granted by the 1997 Constitution of the Kingdom of Thailand, mechanisms, (both domestic and international) for the protection and promotion of human rights, and Thai language translations of various international human rights protocols. The handbook was used as a resource for the Master Trainer Training Program and will be subsequently provided to participants in a broad range of other human rights training programs organized by partner organizations.

One immediate outcome of the master training program is that seven organizations have approached the Foundation for technical assistance (in some cases funding) in order to adapt/replicate the training program for their own target audiences. These organizations include the National Human Rights Commission, the Ministries of Justice and Social Welfare, the Thai Lawyers Association and the Thai Women Lawyers Association.

Enhancing Citizen Participation in Suppressing Corruption

Since the initiation of this project, the Foundation has been providing administrative and program support to two NGO's, Transparency Thailand (TT) and the Anti-Corruption Network (ACN), to promote citizen participation in suppressing corruption. The focus of TT has been on national policy level issues, while the ACN has a greater focus on participation at the local level. The organizations cooperate together in developing and implementing programs that focus on students.

At the end of December, 2002 (December 27-30) the ACN organized a seminar for the Takon Yom Youth Group in Phrae Province on issues related to conflict of interests. Although several of the youth had participated in the first ACN youth training camp on corruption in 2001, the ACN found that most of the participants had little background or understanding of corruption. The majority understood corruption to include vote buying and the use of political influence by local mafia in their immediate environment; however, they were unable to make a link between this level of corruption and the abuse of state power at the national level or the principles of conflict of interest.

To begin to address this lack of understanding, in February 2002, the ACN produced 12,000 pamphlets for public distribution focusing on the government's policy toward the proposed Telecommunication Act. The pamphlet sought to draw attention to issues of conflict of interests and the emerging practice of policy corruption. Through ACN efforts these issues have attracted increased public attention and assisted in raising many questions concerning the government's policy on corruption.

In a training exercise (November 27-30, 2002) focused on preparing a new generation less willing to accept corruption, the ACN organized a pilot training program for 27 high school teachers and administrators from Bangkok and surrounding provinces in order to promote development of a teacher's Democracy Buds Network. Given the continued sensitivities of the word "corruption" at the local level, the organizers focused on democracy as a theme, where corruption and transparency were central elements. During the program, the trainers used the group process to establish network objectives and to examine in detail social problems prevalent at the school level. The trainees brainstormed how they could create greater transparency in school administration and how to open the education system for teachers and students to participate at a higher level in both administration and education. At the end of the program, the trainees set up a Teachers Club for Democracy Development which has four objectives: to build a body of knowledge on democracy and current issues; to build awareness on democracy; to promote democracy in schools; and to create lead teachers and students in democracy development. The Club has elected an administrative committee and a President to manage the Club. It is expected that the members will use the Club to network with other teachers and students in order to pursue Club objectives.

As the next step in creating counter-corruption clubs in schools, from March 16-26, 2003, The ACN organized two trainings programs back to back for two groups of high school students (grade 10-12) from Bangkok and surrounding provinces at the Soi Yok National Park, Kanjanaburi. Many of the 100 students (50 in each program) were drawn from the schools whose teachers had attended the November teachers' training program. Again, ACN named the camp "Democracy Buds Camp" in order to help gain support from teachers and parents to allow the students to attend. In each of the two programs, the students were divided into 4 teams with the mission of identifying social problems through the social window process by presenting the causes, results, and solutions of each problem. During the four day program, the students were trained how to think systematically and to analyze problems, especially those related to corruption. From these two groups of students, the ACN hopes to identify new young leaders who will carry on the programs ideals into their university years and subsequent careers.

On February 11, 2003, the ACN, in cooperation with Student Federation of Thailand, organized a seminar on the Rights and Freedoms of Students at Thammasat University. The students concluded that they should carefully consider what role they should play in promoting in social change, as well as what should be done to raise awareness among the new generation. The ACN plans to hold an Assembly of the Students who participated in the 2002 and the 2003 training programs in May before the start of the school year. The objective will be to promote development of a network among teachers and students who will take the lead in creating a transparent society and good governance.

Development of Public Interest Litigators

As noted in previous reports, research has demonstrates that a large percentage of corruption cases and related human rights abuses arise over land rights disputes and concerns by local communities over degradation of their immediate environment. The Thai legal system, however, is ill prepared to deal with environmental-based disputes because Thailand has few independent advocates for public interest environmental law. In order to provide citizens with access to information on these issues, as well as technical and legal aid support in disputes arising from land and environmental issues, the Foundation provided a grant in April, 2002 to the Environmental Litigation and Advocacy for the Wants (EnLAW).

During this quarter, EnLaw continued development of databases to be used for public interest litigation. The database on Cobalt 60 has been completed. Other data bases under development concern groundwater lead poisoning arising from mining, industrial sewage treatment, public rights and participation in sustainable management of natural resources and a community's environment, and guidelines for the estimation of cash claims for environmental damages.

In October 2002, EnLaw conducted a training program in environmental law for younger lawyers. This was followed in late-January 2003 with a training program on Cobalt-60. EnLaw had anticipated that it would subsequently conduct a series of focused training programs but a thorough evaluation of the October and January programs indicated that the focused programs were far too complicated for the participants as they lacked sufficient background in general environmental law. Therefore, they decided to cancel the focused programs for the time being, and in late-March organized a second general training program. They anticipate there may have to be a larger series of general environmental law training programs before participants will be able to handle more focused issues.

With financial support from the Blacksmith Institute, EnLaw lawyers have continued to draw on the databases created under the AERA Project to assist local communities. As noted in a previous report, EnLaw filed suits in the Civil Court and the Administrative Court on behalf of the victims of a Cobalt-60 accident. The Administrative Court's verdict in this case was the first time in Thai history that a government agency has been found negligent and ordered to compensate victims. During this reporting period, (again with Blacksmith Institute funds), EnLaw filed a civil suit on January 30, 2003 in the Provincial Court of Kanchanaburi seeking claims for Karen villagers from the Lead Concentrates Company, Ltd. for operating a lead mine in the Klity stream area in contravention of the law. EnLaw is also currently putting together a case for the Administrative Court to rule against officials whose negligence led to the lead pollution of the Klity stream. At the same time, EnLaw has regretfully informed another community in Western Thailand that they have insufficient grounds to file a civil complaint against KEMCO, Ltd. for causing lead pollution. They are still studying the possibility of an Administrative Court case, however. This project will formally end on May 31, 2003.

Project Evaluation

As stated in the Foundation's initial proposal for the AERA Promoting Good Governance Project, the Foundation will engage an outside agency to conduct an evaluation of the project to examine lessons learned and to determine the effectiveness of project activities in terms of achieving performance indicators stated in proposals and work plans. During this quarter, the Foundation developed Terms of Reference and sought advice on which organization to contract to conduct the evaluation. On April 4, 2003, the Foundation entered into an agreement with the Thailand Development Research Institute (TDRI) to conduct the evaluation under the coordination of Dr. Deunden Nikomborirak. TDRI has a sound reputation for project evaluation and Dr. Deunden is a well-known Thai expert on good governance and counter-corruption. Although several other organizations could have conducted this evaluation, TDRI is the only institution among them that was not a direct or indirect beneficiary of the AERA Good Governance Project. The selection of TDRI should therefore ensure an unbiased evaluation.

Thailand Competitiveness Initiative
Implemented by J.E. Austin Associates and Kenan Institute Asia

In general, the major accomplishment of the quarter was to reach the project target of engaging with “6-8 clusters”. This was achieved in part by actively searching for potential clusters and by a doubling of the TCI consultants to undertake both cluster development and policy initiatives.

Accomplishments by Core Activity Area

TCI has five Primary Activities: Cluster Formation and Development, Public and Private Sector Dialogue, Institution Building and Networking, Other Activities, and Cambodia.

A. CLUSTER FORMATION AND DEVELOPMENT

Work proceeded along the lines indicated in the last quarter report.

The current status of the work on eight clusters is as follows.

- OTOP in Udon Thani remains a BAC project supported by the TCI team. As one of the less developed regions of Thailand, the villages that make up the Udon Thani cluster are still in a “pre-cluster” stage, meaning that associations are informal, products are still undergoing a transition from a seasonal household activity to a regular income generating business, and market access is still limited, even locally. TCI’s objective is to document the process of development of products and markets in Udon Thani, and to assess lessons learned on the OTOP policy, using the Udon Thani experience as one indicator. TCI’s interest is two-fold: to learn more about the competitiveness of “pre-clusters”, and possibly to apply the lessons learned in TCI’s intervention in the industries in Battambang, Cambodia.
- In the multi-media cluster, Thailand appears to have the potential to be a regional hub of multimedia and computer graphics. However, there is very little agreement on key questions: Who are the major stakeholders? What is the cluster’s economic impact for the country? What can be done to propel the cluster forward? Too often the cluster has been lumped together with either the software sector or entertainment industry, preventing any real understanding of the clusters needs. Therefore the focus was to give the cluster a unique identify and to provide it with a voice to express its needs, specially to the ICT Ministry. With the support of the multimedia working group and the pioneers of Bangkok SIGGRAPH, in this quarter, a PAI is being developed to assist the ministry in promoting the multimedia cluster. After preliminary diagnostics and individual / group meetings the cluster intends to move beyond low cost electronic piecemeal work towards more innovative and profitable projects. To this end, four additional SAI were put forward in the quarter: (1) Mastering Production Skills, (2) Building Brand Awareness, (3) Accelerating Technology Transfer and Dissemination, and (4) Understanding Global Distribution Channels.
- As the next section indicates, work on the high-value agricultural cluster focused on a policy initiative on GAP. A university in the region has taken the lead to pull together the participants by providing a venue and a secretariat, and to assist in research. In this cluster, the development process was reversed. The standard process involves diagnostic tools leading to a strategy to improve exports, raise productivity, or enhance

quality and reduce rejects. In this cluster, the issue of GAP emerged as early as the last quarter, so that more effort to explore a possible PAI took place in this quarter.

- In this quarter, TCI engaged with the two clusters in the Chiang Mai area primarily to keep the process of engagement alive until the Chiang Mai-based consultant could begin work in earnest after the Thai New Year Holidays. One team member discussed the needs of NOHMEEx and determined that the association was fairly cohesive and had already undergone a process of strategy formulation. Although more data-based analysis was needed, the opportunities for the next quarter seemed to be in the development of specific action plans, which might involve short term technical assistance (STTA), in supply chain management and in export marketing, for instance. Another TCI team spoke with the president of the ceramics association in Lampang, and presented the competitiveness approach to him. Although he recognized the validity and need for competitiveness, the association board was the principal authority, and the next presentation would have to be made with the board.
- For the Phuket tourism cluster, the key objective was to discuss ways and means to improve competitiveness in the tourism sector with an emphasis on increasing the revenues per tourist per day for the local community. A secondary objective was to encourage the cluster to consider a sustainable, eco-friendly approach to tourism development for the future of Phuket. The team visited four different sites that each exhibited different characteristics and concerns. (1) The main city of Phuket derives little direct revenues from tourism. It has no unique attractions within the city and it is not located near the airport. Tourists by-pass it to go to the beach areas. There is a possibility to develop an “international city” with a software park and more convention facilities. However, the large up-front cost is an inhibiting factor. The mayor is considering developing medical tourism, using the existing hospital and a golf course, to combine medical treatment and recuperation over a period of 3-7 days. (2) The Patong area seems to attract night life activities., There are disputes with respect to the environment—the local officials claim that the beach owners and users do not follow the rules, while the latter in turn claim that the local government does not enforce the rules. (3) The Kathu municipality lies between Phuket & Patong, so the mayor sees his area in terms of an intermediate stop for tourists. He intends to develop the area’s natural attractions (waterfalls). There are no significant “tourist” hotels, and there appears to be little interest in building them at Kathu. (4) The Kita-Karon municipality is the most promising in terms of a sustainable environment and a developing cluster. Tourists who stay at the Patong hotels will go to Kita Karon for the beach during the day and then return to Patong for the nightlife. The opposite transfer presumably also takes place. The residential community is small, perhaps 6,000 inhabitants, and is apparently easy to organize. The local leader also has organized several committees and is seeking cooperation for improving management by using the local university.
- The gem cluster in Chantaburi appears to be a “classic” cluster, with a long tradition in processing gems, with some activity in jewelry, but the area has been losing to the Bangkok-based jewelry sector that buys much of the Chantaburi gems. According to the director of the Gem Institute of Thailand, based in Chulalongkorn University, Thailand has attained “world-class” status in gemstones, particularly in sapphires and rubies. The Gem Institute’s grading system is internationally recognized and certified. Thailand’s gem mines are largely depleted, and gemstones are imported from other areas such as Madagascar, Myanmar, and Sri Lanka. Chantaburi was the

traditional source of gemstones in Thailand. Over time, as the mines ran down, and importation increased, Bangkok developed as the primary buying area both for gems processed in Chantaburi (3-4 hours away from Bangkok) and for designed jewelry (gems set in gold and or silver). The largest gem and jewelry exporters work out of Bangkok. Chantaburi itself is still the primary source for purchasing processed gems. However, the buyers are primarily traders from Bangkok, who earn a commission of up to 20%. Chantaburi in turn is attempting to regain its prior status in both gems and jewelry, and to move up the value chain. There are retail outlets for jewelry and even an online gem site. However, at present, processing and trading make up the bulk of Chantaburi's activities. Practices in Chantaburi thus range from the traditional to the modern, with the latter still prevailing. Many Chantaburi gem factories still import and process goods as much for the artistry of working with each specific gem (that may end up as an odd-size and kept in stock) as to meet market needs (for standardized sizes in bulk). Most of the firms are family-owned, and the owner-managers have maintained long relationships with their traders and commission agents that they are loathe to cut, despite a changing business environment; for example, some traders have been "abandoning" Chantaburi to buy directly, and more cheaply, processed gems from Sri Lanka. Apart from the depletion of gems in Chantaburi, several other problems have emerged over time. Since the 1997 crisis, pressure is building up for traders to maintain their commissions by squeezing the Chantaburi firms. Sri Lanka and China are emerging threats to the position of Thailand (and Chantaburi) in the world market. Labor is becoming a problem since most Chantaburi firms are family-owned, and the nature of the business requires trust and confidentiality. Chantaburi is responding to the challenges. The heat-treating process is a "trade secret" among the mostly family-owned gem factories, but some processors are coordinating and cooperating with the Gems and Jewelry Institute in Thailand to help in "making the case" for Thai gems. One association is attempting to "set up shop" in Bangkok. A new training center expects to address the skilled labor issue. Another firm is examining technology to standardize the cutting process to make it closer to international standards in NY and elsewhere, similar to the process used in the international diamond trade.

- The silkworm cluster is still in the early stage of exploration and engagement. Nevertheless, the TCI consultant has already made a preliminary study in this quarter, and has established the value chain, and the main participants in the potential cluster.

B. PUBLIC AND PRIVATE SECTOR DIALOGUE

Howard Rosen was the former Executive Director of the United States Competitiveness Policy Council. In his first trip, he briefed the NESDB on the role and tasks of "competitiveness council" in connection with Thailand's plans for its own National Competitiveness Committee. In December, he was invited to give a presentation in Chiang Mai. His second trip was successful in so far as his presentation caught the prime minister's attention, at least momentarily, and he provided another venue for better relations between KIASIA and the NESDB.

- He was one of only two foreigners to attend a closed-door one-day conference in Chiang Mai on "Visioning Thailand" at which he briefed the Prime Minister and approximately 20-30 government and business leaders on competitiveness councils.

- He discussed competitiveness in an interview with Radio Thailand.
- He met with two groups—the Federation of Thai Industries and the Cluster for Competitiveness—to discuss the development of productivity measures.
- He met with the Secretary General of the Ministry of labor and his staff, as well as with a labor leader, to discuss labor’s role in the competitiveness process in Thailand.
- He briefed members of the U.S. Embassy’s economic staff.
- He met with the Secretary General of NESDB and with the NESDB staff who are in the secretariat of the National Competitiveness Committee.

In February, a newly hired, part-time senior consultant started coordinating a policy action initiative with the high-value agricultural products cluster in three western provinces. The TCI cluster consultant was encouraging the farmers to make less use of herbicides and pesticides and to develop “Good Agricultural Practices”. The objective was to create organic foods but safer and healthier products for both the local and export markets. With concern over food safety rising globally, TCI began involving government agencies in the discussions to establish food health and safety standards, and to enforce them. GAP became a government policy issue and not merely a business strategy, because the application of standards had to be as widespread as possible. With the help of the two TCI consultants, a series of meetings took place over the past two months. The discussion is continuing, and a conference between the public and private sectors is scheduled for the end of April.

C. INSTITUTION BUILDING AND MEDIA NETWORKING

In the last quarter, TCI developed a preliminary training module on competitiveness for the staff of NESDB. In this quarter, TCI developed a training program on competitiveness composed of three half-day sessions. For the first introductory session, TCI invited participants from its external constituents, and NESDB, FTI, the International Finance Corporation of Thailand (IFCT), and Bangkok Bank attended the first session. The other two sessions in March covered cluster methodology and family firms, and most of the participants were from TCI and KIASIA’s BAC unit.

KIASIA and one of the TCI staff had been commuting to Viet Nam to assist in the development of the software cluster. In March, at the request of the country manager of the Viet Nam Competitiveness Initiative, another TCI staff member went to Ho Chi Minh City to attend a two-day conference of the fruit cluster, under the lead association, Vina Fruit. The TCI member had a doctorate in agribusiness and previous experience as a consultant in high-value agricultural exports. The two-day conference focused on applying the diagnostic tools of competitiveness to specific products and markets. On the first day, the TCI consultant offered examples from different clusters in different countries to demonstrate the key success factors for different agricultural export products. On the second day, the participants divided themselves into groups in order to work out possible implementation plans to address common issues, such as quality, packaging, brand image, logistics, and securing information on the needs of export buyers and end-consumers.

Except for the occasional press articles related to Howard Rosen’s visit and to activities in specific clusters such as the Phuket conference, no significant activity on media networking took place in the last quarter.

D. OTHER ACTIVITIES

The TCI staff of consultants grew from three to six during this quarter. Two full time consultants were assigned to the Chiang Mai and silkworm clusters, and a part-time consultant was specifically assigned to policy initiatives.

TCI made a presentation to representatives (Chairmen and/or Secretary Generals) of the 30 industry groups in the FTI on the topic of private sector led policy initiatives. The presentation and subsequent question-and-answer discussion focused on how to “make a case” for the Thai manufacturing sector to government decision makers. The possibility that FTI might develop a position paper on the competitiveness of Thai manufacturing in a global environment (e.g., China’s entry into the WTO) which might then provide one element in the government’s policies for a globally competitive Thailand.

The KIAAsia web page section on competitiveness has been expanded from material covering presentations and other documents relating to the November 2002 “start-up conference” to include a “pilot” TCI web page (www.kiasia.org/comp) that incorporates materials up to mid-March. Presentations, training programs, working papers, cluster cases, media articles and/or photographs were included in the updated site. However, the TCI web site is still in its preliminary stage, and its basic function is to provide a vehicle to view and download materials.

One TCI consultant, on his own initiative, began working on a data base and a method for inputting all activities per cluster per consultant, on a daily basis if necessary, using Microsoft Access, for its convenience and ease of use. Later renamed the “TCI Tracker,” in its present form, it identifies activities by categories (e.g., conferences, strategies, policy initiatives), cross-referenced by time, cluster, and consultant. It is therefore possible to “track” the progress of engaging each cluster. Assuming specific parameters are created, the TCI Tracker should also serve as a performance monitoring and evaluation tool.

E. CAMBODIA

The competitiveness project in Cambodia is run in partnership with SMECambodia. However, its chief operating officer, Mr. Tony Knowles, is not under contract with the project. There is no resident manager and supervision falls under TCI (in Bangkok).

Over the preceding quarter, SME Cambodia, after several rounds of telephone conversations, suggested a half-day introductory training session on Saturday, March 29, preceded by a field visit on March 26 to observe the industries that SME Cambodia was currently engaged in. Messrs. Roman and Henthorn of TCI and Ford of Viet Nam, together with Ms. Johnson, a JAA\consultant on assignment, journeyed to Battambang province in northwest Cambodia, and attended a two-day conference from March 27 & 27, on the efforts of SME Cambodia to develop a regional plan for the area.

The group visited a (1) rice mill, (2) a rice noodle-making facility, (3) a brick and tile factory, (4) a major fish landing, and (5) a private rural electricity producer.

(1) The rice milling industry is obviously only a part of the whole rice value chain, although SME Cambodia’s millers seemed to be well organized to the point of considering setting up a credit union. (2) The noodle facility is a small, family-owned enterprise, although it has a

growing constituency and may become a “mini-cluster” as it includes millers (upstream) and distribution (downstream) in the wet markets. (3) The brick-and-tile factory is another small scale enterprise, using old (and unsafe) methods and machines, and the other factories seem to be in a poor position to establish relationships with other parts of the value chain. (4) The fish landing is a potential mini-cluster since it is a focal point for bringing in fishermen and traders; unfortunately, there are no value-adding activities (freezing, processing, canning) in the industry, except for those of a few dominant fish exporters. (5) The rural electricity producer is a self-contained operation, and private producers are under threat from the state utility.

In the two-day conference, on the first day, the 60+ participants presented their assessment of their industries, including rice, brick and tile and rural electrification. On the second day, the participants were divided into groups and presented their ideas on how to improve business in the northwest region as a whole. Mr. Knowles appeared to have succeeded in his implicit objectives of showing the industries and the participants as a whole that both industries and individual firms faced common problems.

The objectives of the trip were to introduce competitiveness via training and to assess the potential for cluster development. This report is not an evaluation of Mr. Knowles or SME Cambodia. Suffice it to say that he and his organization are working under very trying conditions, with limited financial, infrastructure, human, and other resources. His working conditions perhaps mirror the environment of SME Cambodia’s companies themselves face.

On training, the BAC unit of KIASia has been providing training to the SME Cambodia staff and management consulting services to its stakeholders. The half-day presentations of Messrs Ford, Roman, and Henthorn provided some new perspectives to the SME Cambodia staff on how to apply competitiveness tools and the cluster approach to help their stakeholders. However, it also appeared obvious that more intensive, hands-on training will be required to develop any of the SME Cambodia staff to become cluster coordinators or facilitators.

On clusters, more in-depth evaluation is required, but the cursory exploration suggests two possible industries for “pre-cluster” development—a combination of rice milling and noodle-making, which creates a slightly larger value chain, and the fisheries industry, which involves the basic value chain from fisher-folk to middlemen to local and export buyers.

In conclusion,

- The March 26 field trip indicated two possible “pre-clusters” for development, by combining rice milling and noodle making, and by engaging in the fisheries value-chain.
- The March 29 half-day training session provided the very basic approach to competitiveness, clusters, and the value chain.

APPENDIX A: Business Support Organizations Program Quarterly Activities Matrix (January to March 2003)

<i>BSOP Project Matrix – Projects Approved for Funding</i>				
<i>Large Grants</i>				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Standards of Practice Handbook: Certified Investment and Securities Analyst Program / <i>Financial Governance</i>	The Association for Investment Management and Research (AIMR) and the Securities Analysts Association (SAA) promoted a "code of ethics" for the Thai corporate sector by translating and adapting the AIMR's manual for the Thai environment.	To build up a strong ethics and professional standards program	SAA (Thai), AIMR (US)	The project was completed in September 2001.
Support programs related to the Chartered Financial Analyst Designation/ <i>Financial Governance</i>	AIMR experts traveled to Bangkok to conduct a workshop on Global Investment Performance Standards (GIPS). In addition , the 10-day review sessions in tutorial classes were delivered to prepare CISA/CFA candidates for level 1 and level 2, year 2002 exam, using Schweser materials.	to raise the quality of Thai practitioners in finance and capital markets.	SAA (Thai), AIMR (US), Schweser (US)	The project was completed in May 2002.
Upgrading the Capability of Accounting Instructors / <i>Financial Governance</i>	The Institute for Certified Auditors and Accountants of Thailand (ICAAT) developed accounting instructional aids including video tapes, computer programs and teacher's manuals to use in higher education with assistance from a US counterpart university.	Improved accounting standards particularly outside of Bangkok.	ICAAT (Thai), U.S. University	The project was completed in December 2002.
Comparative Study on Thailand's Savings and Investment Tax Policy / <i>Financial Governance</i>	The study was to examine the impact of Thailand's present tax structure on the financial and capital markets from both the economic and administrative aspects. The Security Exchange Commission of Thailand (SEC) asked for the Thai Development Research Institute with assistance from U.S. experts to conduct the study.	More attractive tax provisions for investors.	Thai SEC, TDRI, U.S. Counterpart	The project was completed in September 2001.

<i>Projects Approved for Funding</i>				
<i>Large Grants</i>				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Bankruptcy Court Administration Program Part I / <i>Legislative and Judicial Reforms</i>	The American Bankruptcy Institute (ABI) has provided technical assistance to the Thai Central Bankruptcy Court (CBC) in training and establishing systems to deal under the revised laws with the backlog of corporate bankruptcies.	To improve the capabilities of the CBC and develop a relationship between CBC & ABI	CBC (Thai) ABI (U.S.)	The project was completed in March 2002
Bankruptcy Court Administration Program Part II / <i>Legislative and Judicial Reforms</i>	As a result of ABI's recommendation in Part I of the program, additional technical assistance and training is to be given to CBC by the ABI-member team in area of IT. With BSOP support, the videoconferencing equipment was also installed at the CBC to connect with the Office of the Judiciary.	To increase the capabilities of CBC in handling bankruptcy cases.	CBC (Thai) ABI (U.S.)	The last training component in Thailand is pending.
Thai Bankers Handbook / <i>Corporate Governance</i>	Under a licensing agreement with the American Bankers Association (ABA), the Thai Institution for Banking and Finance Association (TIBFA) developed a handbook for all Thai Bankers by adopting ABA materials.	Completion and use of handbook throughout Thailand	TIBFA (Thai) ABA (U.S.)	TIBFA introduced a Thai Bankers' Handbook to 130 financial sector professionals and the media on March 14, 2003. The project was already completed.
Establishing TLAPS Linkage with APICS/ <i>International Competitiveness</i>	To continue its effort to establish a sustainable relationship with APICS, TLAPS will deliver a pilot training program for APICS certification. APICS CPIM certification consists of five modules. The pilot program includes five review courses to cover the CPIM's five modules. The results of the pilot program will determine future support for subsequent training programs.	To establish a sustainable relationship with APICS	TLAPS (Thai) APICS (U.S.)	The first Review course on Basic Supply Chain Management was delivered between February 28 to March 2, 2003.

<i>Projects Approved for Funding</i>				
<i>Large Grants</i>				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Performance Audit Workshop / <i>Corporate Governance</i>	The training program was delivered as a two-week workshop introducing the fundamental principals, concepts, and methods of performance auditing. This workshop includes a three-day module on instructional skill to improve the ability of participants to pass on their newly acquired knowledge and skills to the Office of the Auditor General's auditors throughout the country.	To improve the capability of the OAG's auditors in performance auditing	OAG (Thai) GAO (U.S.)	The project was completed in April 2001.
Development and Implementation of the Strategic Framework and operational plan./ <i>Corporate Governance</i>	The US General Accounting Office and the Office of Inspector General, Department of Transportation (OIG/DOT) is providing technical assistance to increase the capabilities of the Office of the Auditor General of Thailand (OAG) and its officials in developing and implementing a new strategic framework and operational plan for OAG.	To devise the strategic framework and operational plan for OAG	OAG (Thai) GAO, OIG/DOT (U.S.)	The visitation to the U.S. is scheduled for the first week of July.
Building Capacity and Professional Standard for Property Valuation in Thailand / <i>Financial Governance</i>	The Appraisal Foundation (TAF) is providing technical assistance to the Securities Exchange Commission (SEC) to develop a single standard, code of ethics and its audit manual for Thai valuation profession. A single, neutral standard, code of ethics and audit manual for supervision will improve the transparency and accuracy of appraisals and will have a positive impact on financial and capital markets sector.	Single standard, code of ethics, and its audit manual for Thai valuation profession	SEC (Thai) TAF (U.S.)	The Thai expert team completed the second draft of land valuation standards. SEC and TAF expert will finalize the draft after their reviews. Then, SEC will conduct a small group discussion to introduce the draft of valuation standards among supervisory agencies.

<i>Projects Approved for Funding</i>				
<i>Large Grants</i>				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
ABIH Certified Industrial Hygienist Program / <i>International Competitiveness</i>	The Occupational Health and Safety at Work Association (OHSWA) of Thailand joined with the American Board of Industrial Hygiene (ABIH) to provide training and establish a certificate program	To upgrade the professional skills of Thai health officials and strengthen the relationship between OHSWA and ABIH	OHSWA (Thai) ABIH (U.S.)	The project was completed in September 2001.
Public Education Program on Credit Bureaus/ <i>Financial Governance</i>	The Fiscal Policy Office (FPO), and the Bank of Thailand (BOT) partnered with the U.S. Consumer Data Industry Association (CDIA), the Federal Trade Commission, and the Federal Reserve Board (FRB) to exchange knowledge and information on credit bureaus through public education programs.	To increase the awareness of credit information, credit reporting, credit bureaus, and the establishment and use of credit among the public, including private and government sectors	FPO, BOT (Thai) CDIA (U.S.)	U.S. experts from CDIA and FTC joined with the expert from the World Bank to deliver a credit bureau seminar and series of roundtable discussion between February 25 – 27. The project was already completed.
SET Junior Achievement Thailand / <i>International Competitiveness</i>	The BSOP is providing support to the Thailand Securities Institutes (TSI) of the Stock Exchange of Thailand (SET) to organize, develop and deliver economics education programs for Thai youth and to promote Thai capital markets. Junior Achievement International (JAI), an International arm of the well-known US economic education organization, has provided the TSI with curriculum, education materials, and expert technical and training.	To promote the long-term development of the capital market and stock market in Thailand	SET-TSI (Thai) JAI (U.S.)	The training is ongoing. the translation of JAI materials has been completed.

<i>Projects Approved for Funding</i>				
Large Grants				
Project Name / Objective	<i>Description</i>	Objectives/ outcomes	Partners	<i>Status</i>
The Bond Market Development/ Financial Governance	The co-operation between Thai BDC and TBMA was focused on the technical assistance and consultation, translation and adaptation of standards materials, as well as the introduction of an appropriate organizations in the U.S. to provide training course to the Thai BDC. This cooperative program aim at developing bond market in Thailand.	To develop the bond market in Thailand	Thai BDC TBMA (U.S.)	The project was already completed in September 2002.
Secured Transaction Law Development and Implementation/ Legislative and Judicial Reforms	American Bankruptcy Institute (ABI) provided technical assistance to the Office of the Judiciary (OJ) to promote a new law on Business Secured Transaction in Thailand and to prepare the establishment of Registry Office	To promote a new Business Secured Transaction Law and to prepare for the establishment of a Registry Office	OCJ (Thai) ABI (U.S.)	The project was already completed in September 2002.
Community Leadership Training Program/ Corporate Governance	The Institute for Management Education for Thailand foundation (IMET) joined with The Community Leadership Association (CLA) to conduct a training on Community Leadership program to promote good community leadership throughout Thailand	To promote good community leadership throughout Thailand	IMET (Thai) CLA (U.S.)	The project was completed in September 2002
Mediation Center for Financial Disputes Program/ Legislative and Judicial Reforms	American Bankruptcy Institution (ABI) provided technical assistance and training to enhance the efficiency and capabilities of a newly-established Mediation Centre for Financial Disputes (MCFD), including mediators, financial advisors, and staff.	To enhance the ability and creativity of mediators, financial advisors, and MCFD staff	DRO (Thai) ABI (U.S.)	The project was successfully completed in September 2002

<i>Projects Approved for Funding</i>				
<i>Large Grants</i>				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Organic Inspection Training Program/ <i>International Competitiveness</i>	The Independent Organic Inspectors Association (IOIA) provided technical assistance to the Department of Agriculture (DOA) to develop the organic crops inspection process in Thailand	To build Thai government officer's capabilities to inspect organic crops	DOA (Thai) IOIA (U.S.)	The project was completed in June 2002.
Productivity and Workplace Improvement/ <i>International Competitiveness</i>	Occupational Safety and Health Association (OSHA) and the National Institute of Occupational Health and Safety (NIOSH) are joining with the National Institute for the Improvement of Working Conditions and Environment (NICE) to deliver a train-the-trainer program on "Productivity and Workplace Improvements" in Thailand.	To upgrade the skills of regional NICE officers.	NICE (Thai) OSHA (U.S.) NIOSH (U.S.)	The project has been delayed.
Upgrading the Capabilities of Post and Telegraph Department's Staff for National Telecommunications Commission's Secretariat Office/ <i>Corporate Governance</i>	This training and technical assistance program is to upgrade the capabilities of the officials of the Post and Telegraph Department (PTD) in the preparation of the organization to be transformed into the Secretariat of the National Telecommunications Commission (NTC) which is to operate as an independent regulator regulating telecommunications, and promoting competition and liberalization.	To upgrade the capabilities of PTD's officials	PTD (Thai) FCC (U.S.)	Two training sessions were already completed. The third training session is scheduled for June 2003.
Judicial Reform Project/ <i>Legislative and Judicial Reforms</i>	The Office of the Judiciary (OJ), the Federal Judicial Center (FJC), and the American Bar Association (ABA) have joined together to exchange knowledge and information on judicial reform issue. This training and technical assistance program aims to promote the application of new measures in the Thai courts in order to eliminate unnecessary delays and to improve efficiency in the court proceedings of economic cases.	To improve efficiency in the court proceedings	OCJ (Thai) FJC (U.S.) ABA (U.S.)	A series of workshops were delivered to introduced Thai judges to new measures of court proceeding. The new technology of Digital Audio Recording Testimony (DART) has been installed in the Central Intellectual Property and International Trade Court, the Central Bankruptcy Court, and Arbitration Center.

<i>Projects Approved for Funding</i>				
<i>Large Grants</i>				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
USFDA-Approved Better Process Control Scholl (BPCS) in Thailand Year II/ <i>International Competitiveness</i>	The National Center for Genetic Engineering and Biotechnology (BIOTEC) has provided the assistance to King Mongkut's University of Technology Thonburi (KMUTT) to establish USFDA approved BPCS in Thailand. BPCS is the first ever school in Thailand which aims to assist Thai food exporters of low-acid canned food (LACF) and acidified foods (AF) in exporting to foreign markets.	To establish a USFDA certified BPCS in Thailand	BIOTEC, KMUTT (Thai) Purdue Univ. (U.S.)	The project The program Y II was completed in May 2002. The proposal for the third year program will be submitted to the KIA Asia Working Group on April 4, 2003.
Internal Audit Quality Assessment – Professional Practices and Training on Quality Assurance Review Program/ <i>Corporate Governance</i>	The Institute of Internal Auditors (IIA-US) initiated its professional practice of rendering quality auditing services on Quality Assurance Review (QAR) program for Krung Thai Bank, and provided capacity building for its Thai affiliated IIA of Thailand (IIAT). This QAR services aims to assist the bank's internal audit staff to improve its skills in operational auditing risk assessment and implementing of internal control.	To provide KTB with quality QAR services that will help improve its good governance.	KTB, IIAT (Thai) IIA-US (U.S.)	The project was completed in November 2002

<i>Projects Approved for Funding</i>				
Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Technical Assistance for Thailand Rating Information Services (TRIS) / Financial Governance	Mr. Reed C. Parker, Volunteer Executive from IESC, had spent one month in Bangkok to provide technical assistance to TRIS in the area of credit rating from January 17 - February 11, 2000.	To strengthen Thai corporations' abilities to raise funds by improving the capabilities of TRIS in bond rating.	TRIS (Thai), IESC (US)	The project was completed in February 2000.
Technical Assistance for Thailand Rating Information Services (TRIS) - Trip # 2/ Financial governance	An expert from Financial Services Volunteer Corps (FSVC) is providing technical assistance and training on traditional credit rating methodology to TRIS analysts. The program will also include the on-the-job training on specific cases to be rated.	To strengthen the capabilities of TRIS in credit rating methodologies and procedures, securitization	TRIS (Thai), FSVC (US)	Mr. Kenneth J.H. Pinkes, a volunteer expert from FSVC, will travel to Bangkok between June 19 - July 15 to conduct a two-week training program for TRIS staff.
APICS-TLAPS Partnership / International Competitiveness	With BSOP Support, Mr. Richard Welch, former President of APICS to travel to Bangkok to attend the TLAPS conference and to build the relationship with TLAPS in May 2000. TLAPS President and Advisor also attended APICS conference held in October 2001 under BSOP support.	To establish long-term cooperation between TLAPS and APICS	TLAPS (Thai), APICS (US)	The project was already completed.
International Auditor Fellowship Program / Corporate Governance	Officials from the Office of the Auditor General (OAG) participated in a fellowship program organized by the US General Accounting Office (GAO). The program strengthens auditing and financial management practices and promotes the sharing of information among Supreme Audit Institutions (SAI) throughout the world.	To improve the capabilities of the OAG staff and develop a relationship between OAG and GAO	SAO, General Accounting Office (GAO)	Under BSOP support, two OAG staff, including Mr. Phaisarn Vorasetsiri (2000), and Mr. Karanee Butrameeboon (2001), participated in the GAO Fellowship program in U.S. The program was already completed.

<i>Projects Approved for Funding</i>				
Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
The International Auditor Fellowship Program's field office placement 2000 / Corporate Governance	The program is a continuation of the International Auditor Fellowship program and is designed to provide the participant with training, which includes gaining practical experiences in designing and implementing audits.	To improve the capabilities of the OAG staff and develop a relationship between OAG and GAO	OAG (Thai) GAO (U.S.)	Mr. Phaisarn Vorasetsiri, the 2000 GAO Fellow, was selected to participate in the on-the-job training at GAO's field office in Chicago. The program was already completed.
Land Assessors' standard and procedures/ Financial Governance	Mr. James Park, Director of Research and Technical Issues from the Appraisal Foundation (TAF) came over to hold talks with key Thai organizations involved in the land assessment in late August.	Improve knowledge of assessors in Thai assessment organizations	Association of Thai Assessors, TAF (U.S.)	The program was completed in August 2000.
Certificate for Occupational Health and Safety / International Competitiveness	BSOP provided financial support to Mr. Dan Agopsowicz, the Board Chair of the American Board of Industrial Hygiene to deliver a seminar to the Occupational Health and Safety at Work Association in Thailand	To initiate training programs and establish a certificate program to comply with the new Labour ACT.	OHSWA (Thai), ABIH (U.S.)	The program was already completed.
SET Derivatives Program / Financial Governance	Mr. Robert B. Gilmore, an expert consultant, came to provide technical assistance and training to the Stock Exchange of Thailand (SET) to improve SET's knowledge of derivatives and systems to offer derivatives products.	To prepare the SET's staff for delivering of new derivatives products.	SET (Thai), U.S. partner	The program was completed.
Thai Credit Bureau / Financial Governance	With BSOP support, the executives from the Central Credit Information Services Co., Ltd. (CCIS) and the Thai Credit Bureau Co., Ltd., attended The Credit Reporting World Conference held by the US Consumer Data Industry Association (CDIA) in 2000 and 2002.	Better knowledge on credit bureaus	CCIS, TCB (Thai), CDIA (US)	The program was completed.

<i>Projects Approved for Funding</i>				
Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
BMA – Thai BDC Partnership/ <i>Financial Governance</i>	Mr. Michael Decker, Vice President of Research and Policy Analysis at the Bond Market Association (TBMA) held the meetings with the Thai Bond Dealing Centre (Thai BDC) and the Thai regulators in the area of bond market development in Thailand. This is the first step of building the partnership between Thai DBC and TBMA.	To build the partnership between Thai BDC and TBMA	Thai BDC, TBMA (U.S.)	The trip has been completed
International Pension Exchange Program/ <i>Financial Governance</i>	Three US. experts from Pacific Pension Institute (PPI) provided technical assistance to Government Pension Fund (GPF) of Thailand and gave their presentations at the "World Class Fund Management" conference held by GPF.	To educate GPF staff on pension fund management	GPF (Thai), PPI (U.S.)	The project was completed in May 2001.
Secured Transaction Law Development and Implementation/ <i>Legislative and Judicial Reforms</i>	With BSOP support, Dr. Thammanoon Phitayaporn, to attend the International Colloquium on Secured Transactions to discuss the first preliminary draft Legislative Guide on Secured Transactions prepared by the Secretariat of the United Nations Commission on International Trade Law (UNCITRAL)	To share Thailand's views on Secured Transactions Law with international communities	OJ (Thai) UNCITRAL	The project was completed.
Thai Telecommunication Development/ <i>International Competitiveness</i>	Under BSOP support to the Post and Telegraph Department (PTD), the Communication Authority of Thailand (CAT) and the Telephone Organization of Thailand (TOT) sent the delegation to attend the "Southern Asian Telecommunications Regulatory Workshop" in Jakarta, Indonesia. In addition, the BSOP also has provided expert assistance to set up regulatory procedures for Thai National Telecommunications Commission (NTC).	To develop regulatory procedures for Thai NTC.	PTD (Thai), CAT (Thai), TOT (Thai), U.S. expert	The project was completed.

<i>Projects Approved for Funding</i>				
Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Bankruptcy Law Reform Project/ <i>Legislative and Judicial Reforms</i>	Mr. George M. Kelakos made his preliminary trip to Bangkok to discuss the American Bankruptcy Institute (ABI)'s technical assistance in the issues related to bankruptcy law reform with the Council of State (COS).	To promote bankruptcy law reform in Thailand	COS (Thai) ABI (U.S.)	The project was completed in April 2002.
Judicial Administration and Reform Course/ <i>Legislative and Judicial Reforms</i>	With BSOP support, the Supreme Court of Thailand sent two judges to participate in Judicial Administration and Reform Course held in Sydney, Australia between June 2 – 21, 2002. The course was organized by the International Development Law Institute (IDLI) to review international and regional initiatives in the field of judicial administration and governance, and to provide forum for discussion of judicial reform issues arising in the Asia-Pacific region.	To promote judicial administration and reform	The Supreme Court (Thai), IDLI	The project was completed.
Judicial Capacity regarding Intellectual Property – Enforcement and Dispute Settlement/ <i>Legislative and Judicial Reforms</i>	Three senior judges from the Central Intellectual Property and International Trade Court participated in the conference on Judicial Capacity regarding Intellectual Property – Enforcement and Dispute Settlement held in Washington D.C., U.S. between September 12 – 13, 2002. The conference is organized by the United States Patent and Trade Mark Office (USPTO) and the International Intellectual Property Institute (IPI) to provide a forum for participants from developed and developing countries to share their experiences in Intellectual Property Enforcement and Dispute Settlement.	To share Thailand's experiences on IPR with international	IP&IT court (Thai), IPI (U.S.)	The project was completed in September 2002

<i>Projects Approved for Funding</i>				
Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
The 5 th Annual Symposium on Intellectual Property Law: New Dimension in Present and Future/ <i>Legislative and Judicial Reforms</i>	BSOP provided partial support for the Central Intellectual Property and International Trade Court to organize the 5 th Annual Symposium on Intellectual Property Law: New Dimension in Present and Future. The symposium was held between December 2 – 3 in Bangkok.	To expose Thai public to international practices of IPR	IP&IT court (Thai), IIPI (U.S.)	The project was completed.
Secured Transaction Law Development and Implementation/ Legislative and Judicial Reforms	To provide financial Support to the Office of the Judiciary (OJ) to send Dr. Thammanoon Phitayaporn, to attend the International Colloquium on Secured Transactions to discuss the first preliminary draft Legislative Guide on Secured Transactions prepared by the Secretariat of the United Nations Commission on International Trade Law (UNCITRAL)	To share Thailand's views on Secured Transactions Law with international communities	OJ (Thai) UNCITRAL	Dr. Thammanoon attended the international Colloquium on Secured Transaction between March 20 – 22, 2002 in Vienna, Austria.
Thai Telecommunication Development/ International Competitiveness	Under BSOP support to the Post and Telegraph Department (PTD), the Communication Authority of Thailand (CAT) and the Telephone Organization of Thailand (TOT) sent the delegation to attend the "Southern Asian Telecommunications Regulatory Workshop" in Jakarta, Indonesia. In addition, the BSOP also has provided expert assistance to set up regulatory procedures for Thai National Telecommunications Commission (NTC).	To develop regulatory procedures for Thai NTC.	PTD (Thai), CAT (Thai), TOT (Thai), U.S. expert	The project was completed.
Bankruptcy Law Reform Project/ Legislative and Judicial Reforms	Mr. George M. Kelakos is to make his preliminary trip to Bangkok to discuss the American Bankruptcy Institute (ABI)'s technical assistance in the issues related to bankruptcy law reform with the Council of State (COS).	To promote bankruptcy law reform in Thailand	COS (Thai) ABI (U.S.)	Mr. George M. Kelakos, Co-Chair of International Committee, ABI, will travel to Bangkok to meet with COS in early April 2002.

Appendix B: BAAM Projects Approved for Funding

Large Grants

Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Strengthening of Sentinel Surveillance System for Antimalarial Drug Resistance in Thailand / Surveillance of MDR Malaria	<p>With the Malaria Group of the Bureau of Vector-Borne Diseases (MOPH) as focal point, the ADR surveillance network comprises malaria clinics under responsibility of regional Vector Borne Disease Control Offices 1-5, provincial and district community hospitals, and academic field research stations. Nine border provinces with high malaria incidence are selected as sentinel sites, i.e., Chiang Mai, Mae Hong Son, Tak, Kanchanaburi, Ranong, Ratchaburi, Ubon Ratchathani, Chanthaburi, and Trat. Main activities are:</p> <ol style="list-style-type: none"> 1. Training on in vivo therapeutic efficacy assessment and in vitro sensitivity study; 2. In vivo therapeutic efficacy assessment of the first line treatment regimens; 3. In vitro sensitivity study of the currently used antimalarial drugs; 4. Establishment of an information center for ADR network at the Malaria Division. 	<ol style="list-style-type: none"> 1. To establish a network of sentinel surveillance sites for monitoring antimalarial drug resistance in Thailand 2. To study the current situation of antimalarial drugs in Thailand both in vivo and in vitro 3. To strengthen the cooperation among sentinel sites in country and among neighboring countries towards sharing antimalarial drug resistance information 	<ul style="list-style-type: none"> • The Malaria Group, Bureau of Vector-Borne Diseases • Provincial and district hospitals • Mahidol University • Siriraja Hospital • Thammasat University • The Royal Thai Armed Forces Research Institute for Medical Science • WHO 	<p>Initial training completed; sentinel surveillance by in vivo therapeutic efficacy study and in vitro sensitivity study of the currently used antimalarial drugs is on-going in 9 sentinel sites.</p> <p>Results of monitoring drug resistance in 2001-2002 were analyzed at a national seminar of the network from April 29-30, 2002 and guidelines for further monitoring and revision of drug regimens were recommended. The national malaria drug policy committee is revising manuals on treatment guidelines for physicians and health workers.</p> <p>Annual workshop to review status of MDR malaria resistance and treatment guidelines scheduled for May 20-21, 2003.</p>

BAAM Projects Approved for Funding				
Large Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Community-Based Malaria Control Along the Thai-Cambodia Border Through Civic Partnerships in Chantaburi and Trat Provinces / Health System Reform –Decentralized Response Strategies and Effective Partnership Models	The main concept of the project is to strengthen community involvement in malaria control and toward self-reliance in the long run through the process of standardized method of working for prevention, cure, and control, by community-based work to improve the potential of community and local agencies to address the malaria problem by themselves with support by related health personnel and other multi-disciplinary teams.	<ol style="list-style-type: none"> 1) To initiate malaria epidemiology information center in the community. 2) To improve prevention in high-risk groups. 3) To promote community participation in solving problem of prevention in high-risk groups, and promote use of dipstick test for early diagnosis. 4) To standardize malaria treatment for not longer than 5 days after onset of fever to reduce malaria. 5) To promote community participation to address malaria with support by government organizations at every level. 6) To build capacity of health personnel and volunteers, including related health personnel from Cambodia border areas if requested to create a network for communicable diseases control by communities themselves in the long run. 	<ul style="list-style-type: none"> • , MOPH, VBDC, VDDUs • Chantaburi and Trat Provincial Public Health Offices • District Health Offices and Health Centers • Schools • High-risk groups • Village health volunteers • Government agencies • Community leaders 	<p>Financial management orientation conducted in December 2002.</p> <p>Orientation workshops on conducted, community civil-society forums on malaria problem, analysis, and action planning conducted in Chantaburi and Trat Provinces.</p> <p>Training on use of GIS for malaria control conducted in Chantaburi Province.</p> <p>Workshop conducted on community epidemiology for multi-sectoral local malaria control core participants in Trat Province, and training held on improved diagnosis and treatment of malaria in Trat Province.</p>

BAAM Projects Approved for Funding

Large Grants

Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Developing and producing dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection / Increased Access to Rapid Parasitological Diagnosis and Effective Treatment	<p>Preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies, followed by research and development to determine the feasibility of local production of dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection of both P. falciparum and non-P. falciparum.</p> <p>General objective: To locally produce a rapid, simplified, reliable and maximized sensitivity dipstick dye immunoassay utilizing dye particle-linked monoclonal antibody against pLDH and pGAPDH for detecting malaria antigens of falciparum and non-falciparum malaria in human blood by using our national resources.</p>	<ol style="list-style-type: none"> 1. To raise MABs against pLDH and pGAPDH, maximize test sensitivity, genetic diversity to the parasite population, and not react to non-malaria antigen. 2. To develop a rapid, simplified, sensitive, and specific dipstick assay to detect asexual erythrocytic stage of P.f. and non-P.f. 3. To increase sensitivity, aiming at 100% for densities of >100 parasites per µl blood in four species. 4. To improve readability of tests (better signal intensity). 5. To evaluate relative sensitivity/specificity of the antigen detection dipstick method for P. f. malaria field diagnosis compared to microscopy. 6. To set up a quality control system for sensitivity and specificity. 	<ol style="list-style-type: none"> 1. The Bureau of Vector-Borne Diseases, Department of Disease Control, MOPH 2. National Institute of Health, Department of Medical Sciences, MOPH 	The research is in its first phase and progressing satisfactorily..

arge Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Partnerships for a School-based Approach to Community Action Against Malaria / Effective Partnership Models	<p>The project builds partnerships to develop a model for a school-based approach to community action against malaria as a key operational strategy for developing malaria knowledge, attitudes, skills and behavior necessary for community-based self-reliant action against malaria in highly endemic border. The model comprises the following key elements:</p> <ul style="list-style-type: none"> • A process for participatory learning and action against malaria by the school and community; • Use of case study approach on a whole school basis to study the local malaria situation and identify alternative solutions; • Use of life skills education methods to enhance the case study approach and develop/change behavior to prevent and reduce malaria; • Development of learning materials to support discovery learning; • Mobilization of communities for self- reliant action against malaria; • Provision of technical support to schools and communities; • Leveraging resources from local sub-district councils to support community malaria prevention and control plans and projects <p>Phase II (replication trials) began in October 2002 with expansion to include 40 schools in Tak, Mae Hong Son, Chiang Mai, Chantaburi, and Trat Provinces.</p>	<ol style="list-style-type: none"> 1. To strengthen capacity of schools and teachers to facilitate participatory learning and action by students and communities to prevent and control malaria. 2. To raise awareness and mobilize community action to prevent and control malaria. 3. To set up an example of a working model with multi-sectoral organizations collaborating as equal stakeholders. 4. To build on lessons learned and best practices for expansion of coverage to other endemic border areas facing increasingly multi-drug resistant malaria. 	<ul style="list-style-type: none"> • Ministry of Education - Office of National Primary Education Commission: Office of Special Projects, Office of Supervision and Standards, Offices Provincial Primary Education Commissions in Tak, Mae Hong Son, Chiang Mai, Chantaburi, Trat • Health Behavior Development Group, Malaria Division • Regional Disease Control Offices, Vector Borne Disease Control Centers and Units • The Life Skills Development Foundation • Rajabhat Institute Chiang Mai • Border Patrol Police Bureau 	<p>Phase I (model-building): 200 teachers, principals and education supervisors from 25 schools in 4 districts received 25 days of training in 5 workshops. Students completed community malaria situation assessments, analyzed alternative actions, and shared with community leaders in consultation workshops to reach consensus on action plans and projects. Community-generated malaria control projects were screened and approved for funding support. A participatory process evaluation was conducted in August 2002. A workshop summarized experience in teaching-learning about malaria in 25 schools and drafted content for an integrated thematic curriculum unit on Mosquito-Borne Diseases: Malaria for grades 1-9 in 2003-4 school year;</p> <p>109 grade 4-9 teachers and supervisors from 15 expansion schools received 5 days of training, and surveys were conducted of community health problems and malaria KAP by students in replication sites.</p>

BAAM Projects Approved for Funding

Small Grants

Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Thailand Roll Back Malaria Strategic Planning Workshop / Effective Partnership Models	<p>BAAM Project Coordinating Unit organized a multi-agency gathering of key stakeholders in malaria control. Working group sessions were held to obtain input on key strategies for renewed joint efforts to control malaria with special focus on border areas and multi-drug resistant malaria. Deliberations focused on the following thematic areas:</p> <ul style="list-style-type: none"> • Diagnosis, treatment, case management • Community/household prevention • Epidemiology, surveillance, mapping, GIS • Decentralization, health system reform, responsibilities, and processes for community participation • Staff capacity building and training methodologies • Participatory learning processes, and prototypes for action in target communities • International organizations/agencies and their contribution to Thailand Roll Back Malaria <p>The thematic working groups presented results of their discussions in the form of recommended strategies, activities, support needed, and potential partner agencies for comments and plenary discussion.</p>	<ol style="list-style-type: none"> 1. To seek approaches and mechanisms for mutual cooperation for more successful malaria control. 2. To provide an opportunity for all stakeholders to present experience and share ideas to move toward formulation of key joint strategies for collaboration in systematically advancing as appropriate and necessary. 	<ul style="list-style-type: none"> • MOPH central, regional, provincial • Mahidol University • Thai and US AFRIMS • Royal Project Bureau • Royal Thai Army • Border Patrol Police Bureau • Hilltribe Welfare Division, Ministry of Labor and Social Welfare • Office of the National Economic and Social Development Board • Office of the National Primary Education Commission • The Life Skills Dev. Foundation • IMPECT • IRC • ACTMalaria • MSF • PATH Canada • UNICEF • WHO • USAID 	<p>Workshop completed in July 2000. Participants from the wide range of organizations involved in anti-malaria efforts in Thailand were able to achieve a considerable degree of consensus on four principal strategies for rolling back malaria in Thailand.</p> <ol style="list-style-type: none"> 1. Surveillance and response: epidemic preparedness, prevention and control 2. Early diagnosis, prompt and effective treatment 3. Household and community prevention 4. Health system reform and decentralization to support local self-reliance in malaria control 5. Collaboration and coordination with equal partnerships among local implementing agencies <p>Program strategies, operational strategies, and potential partner agencies were compiled into a national strategic framework for Roll Back Malaria in Thailand.</p>

BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Participatory action research planning workshop in Chantaburi Province / Effective Partnership Models	Following on focus group discussions conducted with more than 200 malaria high-risk villagers in Chantaburi Province, MOPH Vector Borne Disease Control Office No. 5 organized a planning workshop with local government officials, informal employers and high-risk forest-related occupation groups from Pong Nam Ron and Soi Dao Districts. Working groups provided input into formulation of proposals for subgrants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas.	<ol style="list-style-type: none"> 1. To review results of focus group discussions with malaria high-risk groups. 2. To generate input on interventions emphasizing self-reliance. 3. To identify collaborating partners and their potential roles. 	<ul style="list-style-type: none"> • , MOPH VBDO No. 5, VBDC, VDDUs • Chantaburi Provincial Public Health Office • District Health Offices and Health Centers • Border Patrol Police • Royal Thai Marines • School Principals and teachers • Informal employers • High-risk groups • Village health volunteers 	Workshop completed in August 2001. Input used to formulate action research proposal planned for funding in FY 2002.
Participatory action research planning workshops in Trat Province / Effective Partnership Models	MOPH Vector Borne Disease Control Office No. 5 organized two planning workshops in Trat Province, with local government officials, informal employers, subdistrict council members, and high-risk forest-related occupation groups from Bo Rai, Muang, and Klong Yai Districts. Working groups provided input into formulation of proposals for subgrants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas. These workshops were followed by consultations with key officials of Vector Borne Disease Control Office No. 5 on formulating a proposal for subgrant support from BAAM.	<ol style="list-style-type: none"> 4. To review results of focus group discussions with malaria high-risk groups. 5. To generate input on interventions emphasizing self-reliance. 6. To identify collaborating partners and their potential roles. 	<ul style="list-style-type: none"> • MOPH VBDO No. 5, VBDC, VDDUs • Chantaburi Provincial Public Health Office • District Health Offices and Health Centers • Border Patrol Police • Royal Thai Army and Marines • School Principals and teachers • Informal employers • High-risk groups • Volunteers 	Workshops completed in November 2001. Input used to formulate action research proposal planned for funding in FY 2002.

BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
USAID Roll Back Malaria Partners' Meeting: Informal Consultation on Monitoring Antimalarial Drug Quality and Use Practices / Surveillance of MDR Malaria	BAAM Project Coordinating Unit organized a series of meetings from September 12-14, 2001 for consultations on monitoring drug quality and use practices among representatives of USAID Roll Back Malaria partners in Thailand, Cambodia, the U.S.A, and WHO.	<ol style="list-style-type: none"> 1. To identify important issues related to drug quality control and drug use practices in border areas; 2. To identify priority actions needed to initiate study and monitoring of drug quality and use practices as components of sentinel surveillance; 3. To identify potential implementing actors in study and monitoring of drug quality and use practices; 4. To identify opportunities for technical cooperation, and support needed to implement study and monitoring of drug quality and use practices. 	<ul style="list-style-type: none"> • USAID • WHO • Royal Thai Government Ministry of Public Health • Cambodian Ministry of Health • US Pharmacopeia • Management Sciences for Health • ACTMalaria • KIAAsia - BAAM PCU 	The consultation meetings are completed. The consultations resulted in identification of important issues and priority actions needed to initiate/implement study and monitoring of drug quality and drug use practices as integral components of sentinel surveillance of antimalarial drug resistance with a focus on Thailand and Cambodia.
Training of village health/malaria volunteers and sub-district council members / Health System Reform – Decentralized Response Strategies and Effective Partnership Models	BAAM Project Coordinating Unit collaborated with VBDO Nos. 1 and 2 to organize 2 training workshops for village health/malaria volunteers and sub-district council members on in-depth community malaria situation analysis; prevention, control and treatment of malaria; and coordinating planning for community action against malaria.	<ol style="list-style-type: none"> 1. To increase knowledge, attitudes and behavior related to malaria. 2. To understand analysis of risk and community malaria epidemiological situation. 3. To prepare for collaboration with schools in analyzing alternative actions and formulating community malaria action plans. 	<ul style="list-style-type: none"> • VBDO No. 1 and 2, VBDCs and VBDUs • Malaria volunteers • Sub-district council members • Provincial Primary Education Offices • The Life Skills Development Foundation • BAAM PCU 	Training workshops were completed in February 2002. Volunteers and sub-district council members from communities served by 25 schools in 4 districts have increased knowledge about malaria, situation/risk analysis, and are prepared to collaborate in school-community malaria action planning workshops in July 2002.

BAAM Projects Approved for Funding

Small Grants

Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Writeshop to summarize one year implementation of the Partnerships for a School-based Approach to Community Action Against Malaria Project / Effective Partnership Models	BAAM Project Coordinating Unit collaborated with the Special Projects Office of the Office of the National Primary Education Commission to organize a writeshop to summarize implementation at the whole-school level and at each grade level from kindergarten to grade 9 under the Partnerships for a School-based Approach to Community Action Against Malaria Project.	1. To summarize results of first year implementation including learning processes, curriculum linkages, and teaching plans.	<ul style="list-style-type: none"> • Special Projects Office of the Office of the National Primary Education Commission • Provincial and District Offices of Primary Education • The Life Skills Development Foundation • BAAM PCU 	Writeshop completed in April 2002. Representatives of 25 schools in 4 districts summarized implementation, learning processes, content, life skills, problems, and solutions.
Transfer of technology training on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies / Increased Access to Rapid Parasitological Diagnosis and Effective Treatment	Dr. Pongwit Bualombai of the Malaria Division was sent to the University of Manchester to participate in a short training course on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies. If this is successful, it will be followed by research and development to determine the feasibility of local production of dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection of both P. falciparum and non-P. falciparum.	1. Transfer of technology on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies	<ul style="list-style-type: none"> • Malaria Division, Department of Communicable Disease Control, MOPH • National Institute of Health, Department of Medical Sciences, MOPH 	Dr. Pongwit Bualombai is undergoing training at the Department of Molecular Biology, University of Manchester, and will return in July.

BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
USAID Roll Back Malaria Partners' Meeting: Informal Consultation on Monitoring Antimalarial Drug Quality and Use Practices / Surveillance of MDR Malaria	BAAM Project Coordinating Unit organized a series of meetings from September 12-14, 2001 for consultations on monitoring drug quality and use practices among representatives of USAID Roll Back Malaria partners in Thailand, Cambodia, the U.S.A, and WHO.	5. To identify issues related to drug quality control; 6. To identify priority actions needed to initiate monitoring of drug use as components of sentinel surveillance; 7. To identify potential implementers in monitoring of drug quality and use practices; 8. To identify opportunities for technical cooperation needed to study and monitor drug quality and use practices.	<ul style="list-style-type: none"> • USAID • WHO • Royal Thai Government Ministry of Public Health • Cambodian Ministry of Health • US Pharmacopeia • Management Sciences for Health • ACTMalaria • KIAAsia - BAAM PCU 	The consultation meetings are completed. The consultations resulted in identification of important issues and priority actions needed to initiate/implement study and monitoring of drug quality and drug use practices as integral components of sentinel surveillance of antimalarial drug resistance with a focus on Thailand and Cambodia.
Training of village health/malaria volunteers and sub-district council members / Health System Reform – Decentralized Response Strategies and Effective Partnership Models	BAAM Project Coordinating Unit collaborated with VBDO Nos. 1 and 2 to organize 2 training workshops for village health/malaria volunteers and sub-district council members on in-depth community malaria situation analysis; prevention, control and treatment of malaria; and coordinating planning for community action against malaria.	4. To increase knowledge, attitudes and behavior related to malaria. 5. To understand analysis of risk and community malaria epidemiological situation. 6. To prepare for collaboration with schools in analyzing alternative actions and formulating community malaria action plans.	<ul style="list-style-type: none"> • VBDO No. 1 and 2, VBDCs and VBDOs • Village health/malaria volunteers • Sub-district council members • Provincial Primary Education Offices • The Life Skills Development Foundation • BAAM PCU 	Training workshops were completed in February 2002. Volunteers and sub-district council members from communities served by 25 schools in 4 districts have increased knowledge about malaria, situation/risk analysis, and are prepared to collaborate in school-community malaria action planning workshops in July 2002.

BAAM Projects Approved for Funding				
Small Grants				
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Transfer of technology training on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies / Increased Access to Rapid Parasitological Diagnosis and Effective Treatment	Dr. Pongwit Bualombai of the Malaria Division was sent to the University of Manchester to participate in a short training course on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies. If this is successful, it will be followed by research and development to determine the feasibility of local production of dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection of both P. falciparum and non-P. falciparum.	2. Transfer of technology on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies	<ul style="list-style-type: none"> • Malaria Division, Department of Communicable Disease Control, MOPH • National Institute of Health, Department of Medical Sciences, MOPH 	Dr. Pongwit Bualombai is undergoing training at the Department of Molecular Biology, University of Manchester, and will return in July.

APPENDIX C: BAC – Consulting Project Results Reports

BAC Assists Air-conditioning Coils Company Increase Production Capability

BAC consulting team assists C.I. Group Co., Ltd. with production capability improvement.

Completion: December 2002

BAC Consultants: Wichai Limpitikranon and Orawan Chandrangsu

Project Number: BAC02486

Client Company: CI Group is a leading producer of a complete spectrum of air conditioner coils, backed by world-class standards, a team of highly skilled professionals and experts, and more than 3 decades of experience. CI Group has pioneered the use of state-of-the-art automated machinery, since its founding in 1983 until the present day, with a production capability of more than 2,000 units, overseen by a dedicated family of 300 staff. CI Group produces a comprehensive variety of coils in response to customers' unique requirements, and to match the intended use, from condenser coils, evaporator coils, and chilled water coils in air conditioners for residences, office buildings, high-rises and even cars. The company also produces coils for a broad range of industrial purposes, including steam coils, oil coolers and compressed air coolers, as well as coils used in air dryers. CI Group distributes its products to domestic and international markets. The company recently seeks out ways to improve production planning and reduce production waste.

Volunteer Expert: Khun Sittinart Sunpanich is a professional consultant with industrial and system engineering background. He has more than 15 years experience in various management positions in a variety of industries ranging from Mining to Leather before serving about 5 years as the Director of Consulting Division of the Thailand Productivity Institute. He is currently the Managing Director of a productivity consulting company in Bangkok. He has consulted extensively with a number of large and medium-sized manufacturers of auto parts, lens, plastic containers, etc. mostly in productivity improvement.

Goals of the Project: The company requested that the project concentrated on addressing its productivity problems. The project seeks to achieve the following goals:

- Reduces the number of late shipment to customers caused by ineffective production planning from 60% to less than 30%.
- Increases Overall Equipment Effectiveness (OEE) by a minimum of 5% from 40% currently.
- Reduces wastes and reworks in the production process by at least 50%.

Areas of Assistance: The team worked with the company in Pathumthani province for about 6 months between June and December 2002 in the following areas:

- Worked with every relevant department to identify causes of the shipment delay and worked out probable solutions.
- Worked with the production department to improve OEE and production capability through training and establishing a dedicated team to work on the issue.
- Organized a training on 7 QC Tools
- Organized a Preventive Maintenance training
- Identified critical production processes that created the most wastes and reworks and tackled the identified problems.

Impact of BAC Assistance: The consulting team identified 31 causes of the production delay. The company has been carrying out efforts to solve these problems. The team was able to increase OEE as planned. The company now understands the preventive maintenance concept and a PM plan has been drafted for implementation in 2003. The project was successful in eliminating a number of critical production problems for the company and enabled it to expand its domestic and international markets by 16% and 120% respectively. It could, as a result, increase sales volumes from 25 million Baht/month to 38 million Baht/month or a 52% increase.

BAC Assists "Sa Paper" Product Company Improve Productivity

BAC consultants assist Classic Crafts Co., Ltd. with productivity improvement.

Completion: December 2002

BAC Consultants: Sarit Sanguanwongse, Vorraphan Chuanpraphan and Wichai Limpitikranon

Project Number: BAC02519

Client Company: Classic Crafts Co., Ltd. is one of Thailand's leading manufacturers of Sa papers and Sa paper products with manufacturing bases in Nan and Chiangrai provinces and a headquarter in Bangkok. Its products include flowers, bags, boxes, greeting cards, etc., all made from Sa papers and other natural materials. The company relies on its strength in attractive, eye-catching and modern designs to export almost 100% of its products to Europe, USA, Asia and Australia. Classic Crafts does not yet own a brand, but offers its seasonally targeted products in its own designs to be packaged under the gift and decorative product importers' brands. It also manufactures to the clients' designs and specifications. The products are basically handicrafts that rely mostly on workers' manual skills with minimal machinery input. The company has been operating at a loss for a few years since the currency default on its bank loan that financed its machinery import for the machine-made paper plant in Chiangrai during the financial crisis. The problem has been exacerbated by its cash flow and operating inefficiency problems.

BAC Consultants: The consulting team, comprising Sarit Sanguanwongse, Vorraphan Chuanpraphan and Wichai Limpitikranon, has more than 35 years combined experience in production, sales and marketing management, project management and entrepreneurship in a wide variety of industries, including handicrafts. Each member of the team has been working both with volunteer experts and by themselves to either help companies improve productivity, exports their products to the US and other markets or formulate business and marketing plans, etc.

Goals of the Project: The company asked that the project concentrated on addressing its productivity problems. The project goals are as follows:

- Draws production process on paper for easy understanding by both the management and other employee and more importantly for making improvement on the process.
- Improves communication and coordination between the Marketing and Production departments to facilitate the reduction of waste, product defects and improve manufacturing to match clients' requirement.
- Sets in place an efficient production planning and control system that will lead to a minimum of 5% reduction in product defects and production cost.

Areas of Assistance: The BAC team and the client agreed to concentrate the consulting work on the company's handicrafts manufacturing in Nan rather than on machine-made Sa paper production in Chiangrai. The team worked with Classic

Crafts both in Bangkok and Nan for about 5 months between August to December 02. The team directly confronted the problems to try to achieve the 3 stated goals.

Production Process Documentation

Flowcharts of the complete production process were drawn from order reception at the Marketing department in Bangkok to the pre-shipment inspection of the finished products at the Shipping department back in Bangkok. The team then worked with the management at the head office and the factory to improve the process in a number of areas and modified the flowcharts accordingly. The final flowcharts were posted on the wall as a tool for explanation to the staff on the changes and a number of improvements to follow.

Communication Improvement

- Cooperation from the designers was sought to make their design less complicated and easier to produce and thus reduce the defects problem. A guiding limit was set on the number of steps to make a product. Similar limit was placed on designs that require new cutting molds and attempt was urged to try to use existing molds. Materials to use were to be limited to those available at any time of the year. A new detailed product assembly document that emphasized critical processes or steps was designed and used by the Design team to help the factory address the defect problem.
- Progress report forms were designed to help the factory management keep track of production progress and provide production progress data to the Marketing and management in Bangkok. The data proved to be critical in keeping the Marketing team up-to-date on the current status of every order and helped in their negotiation for new orders.

Production Cost Reduction

- Recommendations were made to Marketing to negotiate for orders based on standard production lead time and avoid rush and "cut in" orders that had caused serious production delay in the past. The marketing staff was made aware of the need to be strict with minimum order requirement to maintain margins.
- The factory was recommended to put into practice 3 planning steps: 1 to plan the production of each new order, 2 to plan the subcontracting work of components of each order and 3 to plan the final products assembly of each order. An assembly line production method was introduced together with a number of assembly process improvement and timesaving techniques.
- A number of work process improvements in the subcontracting department were carried out to tackle product defects that were significantly created at this critical production process. A better subcontracting work and truck routing planning, an emphasis on teaching assembly techniques for new orders and the expansion of the QC department's scope to inspect for quality at the subcontracting houses, rather than at the factory, were recommended.

Impact of BAC Assistance: The company realized its problems from the start and provided full cooperation to tackle the problems. The Managing Director personally

stepped in from the early stage to put the order taking process in order and successfully negotiated with many clients to order well ahead of their regular schedules. The company even won negotiations with a few key clients to increase selling prices and thus margins. The factory started to realize the importance of production planning and data gathering for monitoring and control. The implementation of various improvement measures at the factory helped contribute to a combined reduction of 80% in defective cases of incoming subcontracting works and in-factory assembly works. More works still need to be done at the factory for the company to take full advantages of the productivity improvement, resume positive cash flow and return to profitability.

BAC Assists Plastic Product Company Market New Product Line

Marketing Volunteer Expert and BAC consultants develop a marketing plan for CS Engineering Auto Part's new plastic products.

Completion: December 2002

BAC Consultants: Nittaya Karnchanauthaisiri and Dusit Meksingvee

Project Number: BAC02494

Client Company: CS Engineering Auto Part Co., Ltd. started its business in 1989 manufacturing parts for tier 1 automobile and motorcycle parts suppliers. It is still a small company with 1 million baht registered capital, 3.8 million baht fixed assets (excluding land) and 64 employee. The company has a regular delivery problem due to a lack of production planning and control. There is neither production data collection nor standardized production processes to ensure quality products. The company does not have a business plan in place and thus its goals and strategies, short and long term, are unclear.

Volunteer Expert: Khun Denpong Sangsattarat is a telecommunication engineer with more than 15 years of technical engineering and management experience in the industry. He has utilized his production efficiency expertise in the electronics and telecommunication industries in a number of consulting and training projects to a variety of clients ranging from a medical supply manufacturer to an airline.

Goals of the Project: The company and the consulting team agreed on the following project goals:

- Develops a production planning system that will lead to efficient production scheduling and controlling that result in on time and completed product delivery.
- Develops a system to record production data for critical analysis that can be graphically plotted by month.
- Develops a standard work instruction for production floor staff.
- Reduces unauthorized absenteeism and implements 5 Ss activities.
- Formulates a business plan to use as a strategy map.

Areas of Assistance: The consulting team went in to analyze the company's capacity, compare the data with order history and recommend adjustment to production schedules. They trained relevant production staff on production planning and control, designed data collection forms and trained responsible staff to collect necessary data for an analysis to identify defects and reworks. Wall charts were introduced to visually illustrate production targets and actual production data by month. A quality control committee was set up to work on the issue. A standard work instruction manual was prepared and the staff trained to follow the instructions. Job descriptions were written for every position. An employee manual was prepared. A performance appraisal system was set in place. A 5 Ss committee was set up and the

activities implemented under their supervision and responsibility. A business plan was developed from management input, data collection and research.

Impact of BAC Assistance: An analysis of production data showed that the company has adequate capacity to handle current orders without a need to hire additional help. A more efficient production planning alone was successful in reducing the delivery delay problem by 44.5%. The company now has standard production times, detailed production capacity data, a master production plan and an operation schedule for efficient production planning. Data collection is now a standard practice at the company providing it with relevant data for management needs. The work instruction now in place and appropriate training provided have enabled the production staff to use machinery properly resulting in a noticeable improve in work quality. Unauthorized absenteeism was reduced in half. 5 Ss activities are now active and ongoing. A business plan is fully developed to guide the company to a better and planned future.

BAC Assists Auto Body Parts Company Reorganize Management Structure

Management Volunteer Expert and BAC consultants help develop a clear, professional management structure for KSK Auto Part.

Completion: December 2002

BAC Consultants: Wiwat Chutiwanichayakul and Orawan Chandrangsui

Project Number: BAC02498

Client Company: KSK Auto Part Co., Ltd. has been a manufacturer of auto body parts since 1983. The company makes large body parts for auto makers as well as market its products in the repair and replacement market. All senior management positions at the company are in the hands of family members of the aging managing director. However, all decision-makings are channeled through him, resulting in a lack of communication and coordination between departments. Being close relatives, the managers are often afraid of offending each other with management decisions in a typical Asian culture. As a result, the company has a noticeable lack of professionalism and efficiency.

The company's management problem was exacerbated by its failure to pass ISO 9000 quality standard at the time of the Asian economic crisis. Major carmakers discontinued their orders as a result causing a steady heavy decline in income that resulted in a loss and a major financial problem. The company is in the process of debt restructuring with its banks. Its problems continue despite the on-going healthy recovery in the automobile industry.

Volunteer Expert: Khun Puripat Sudsawangwong is a senior consultant specializing in a variety of areas including general management, business policy and customer relationship management. He has over 20 years experience in the consumer products, food and automotive industries. He has provided consulting services to such companies as PTT (for non-oil business), Berli Jucker (for consumer food products) and Diethelm Trading (in oil, lubrication and greases businesses), etc.

Goals of the Project: The project aimed to achieve the following goals :

- Formulates a business plan that outlines business strategies, a clear organization structure that emphasizes teamwork.
- Develops a marketing plan that clearly identifies customer target groups and distribution channels.
- Develops quality products that cater to customers' needs, reports accurate product costs, delivers products on time and sets up a product development units.
- Establishes an ISO quality standard committee to tackle product quality issue.

Areas of Assistance: The consulting team proposed a new organization structure that clearly defined duties and responsibilities. Emphasis was placed on department level management. A production-planning unit was added and coordination with the sales

department was designed to be one of their major responsibilities. The team helped formulate a marketing plan that recommended additional potential channels such as construction, exported motor tricycle (Tuk Tuk), furniture and others that the company has never thought of. A list of standard products and standard manufacturing processes were prepared to tackle the quality production and on-time delivery problems. The sales department had product delivery and client negotiation functions added to its job descriptions. Manufacturing was divided into Parts Preparation and Assembly. A management-by-objective approach was introduced and groundwork implemented to develop profit centers and prepare to fully implement ISO 9000 and ISO 9002 standards in the near future.

Impact of BAC Assistance: The company has approved and adapted a new management structure that has resulted in a clear line of command with well-defined duties and responsibilities for each position. It followed the marketing recommendations and explored new products for additional markets. Sales from construction materials are expected to materialize in the first quarter of 2003. Direct sales contacts made by the consulting team have resulted in a 30% sales increase. The reorganization of the manufacturing department has resulted in a 20% productivity increase in assembly work and a saving of 250,000 baht per month in overtime cost. A new job flowchart and an introduction of product and part codes have been able to increase production-planning efficiency by 30%.

BAC Helps Facilitate Technology Change for Auto Air Conditioning Parts Company

Thai volunteer expert and BAC consultants assist Saengrompo Auto Part Co., Ltd. to change production technology.

Completion: December 2002

BAC Consultants: Sorasak Preechadet and Prapas Chuaynoo

Project Number: BAC02492

Client Company: Saengrompo Auto Part Co., Ltd. is a second tier manufacturer of automobile air conditioning parts selling its products primarily to first tier air conditioning manufacturers who supply to Japanese auto makers. The company has relied on the high quality of its cast iron products during its 15 years history. Among its approximately 20 customers, "Denso (Thailand)", the largest of the 4 larger clients, accounts for over 65 % of its annual sales. The model changeover from SL to D4D by Toyota for its Tiger pickup truck in 2001 that required the change of cast iron parts to cast aluminum parts forced Denso to import CKD parts instead. The loss of the Denso account has resulted in its current production capacity utilization rate of only 30%. The company needs to upgrade its technology quickly to produce quality cast aluminum parts to catch up with the general trend in the industry that moves away from cast iron into lighter alloy parts.

Volunteer Expert: Dr. Julathep Kajornchaiyakul is a metallurgical and materials engineer with the National Materials and Metal Technology Center (MTEC). He has been working on R&D in machining and grinding and on RD&E in casting at the center. He has field consulting experience in productivity improvement for a number of cast iron products and alloy products companies.

Goals of the Project: The company had needs to develop capacity to produce both cast iron and cast aluminum parts to regain its competitiveness and to also improve manufacturing efficiency and reduce waste during the machining process. The project sets the following goals:

- Provides technical and engineering consulting on aluminum parts mass production in general and on aluminum machining in particular.
- Develops capability for the factory to produce cast iron works efficiently.
- Conducts a feasibility study to determine the possibility of investing in an aluminum casting plant to avoid raw material dependency risk.

Areas of Assistance:

BA-50 Aluminum Parts Production Preparation

- The consulting team performed process auditing of BA-50 production at CSP Casting, currently the company's sole aluminum supplier, and recommended quality specifications requirement that the company should require from CSP.

- Recommended guidelines for quality monitor and control planning to meet clients' specifications during actual aluminum parts production.
- Recommended guidelines for the development of a production waste data gathering system for BA-50 production lines that differentiated casting and machining wastes.
- Recommended methodology to carry out a unit cost analysis for BA-50 parts production.
- Prepared a cost reduction plan for BA-50 parts production.
- Recommended adjustment in machining conditions to better suit aluminum machining as opposed to cast iron machining that the company is familiar with.

Cast Iron Production Efficiency Improvement

- Recommended guidelines to develop a waste data gathering system for cast iron machining that differentiated wastes from the casting process and machining wastes.
- Recommended guidelines and methodologies for cost reduction for cast iron works.

Impact of BAC Assistance: The various technical and engineering groundwork has enabled the company to be prepared for an audit by Denso as well as to begin mass production of aluminum parts machining in the first quarter of 2003. The productivity improvement measures on the cast iron works have resulted in a 12% reduction in production waste and a 15% increase in productivity. The company has put its confidence in a 30 million baht machinery investment to prepare for expected works in 2003. The feasibility study on an aluminum casting plant investment, on the other hand, is still underway and is expected to take another month to complete.

Hotel Management VE Helps an Upcountry Hotel Improve Operations, Build Marketing Image and Increase Occupancy

CDC Volunteer Expert, John Brissenden, helps Saraburi Inn improve operations, increase market recognition and increase occupancy rate by more than 50%.

Completion: December 2000.
BAC Consultants: Duangrat Yaiphairoj and Himapan Raktaengam
Project Number: BAC00215

Client Company: The Saraburi Inn hotel is a medium sized hotel with 109 rooms. It is considered the largest hotel that provides the best quality and facilities in Saraburi province. After the 1997 economic slowdown the hotel's revenue declined by approximately 50% as compared with the year just before the crisis. The local market itself is quite limited because Saraburi is not a province that can attract a large number of tourists. It has a few interesting places. Most people who visit the province come for business purposes. The hotel sought assistance from the BAC to improve its occupancy rate.

Volunteer Expert: John Brissenden, a volunteer expert (VE) from the Citizens Democracy Corps (CDC), has more than 20 years of experience in running his own resorts in the US. He has expertise in quite a number of areas including marketing, public relations, advertising, finances, investment, and customer service.

Goals of the Project: The client expected that the VE would be able to recommend strategies and activities to help the hotel generate more revenue by increasing room occupancy and utilization of its restaurant and health Spa. The project goals:

- Develops marketing ideas and activities to generate more sales
- Provides essential hotel management recommendations needed to improve the hotel's attractiveness and competitiveness in the market

Areas of Assistance: During the 3 weeks in November and December 2000, VE Brissenden studied every operations and management aspects of the hotel and provided his recommendations in the following 8 areas:

- Internal communications
- Hotel grounds keeping
- Building maintenance
- Room conditions and amenities
- Guest's communication
- Staff relations
- Marketing plan
- Miscellaneous; e.g., quality training for staff, consistent uniform and name tags for all staff, changing themes of special festivals such as the sunflower festival, expansion of the gift shop and the parking area, building a swimming pool, etc.

Impact of BAC Assistance: The hotel followed through with the implementation of most of the recommendations and was able to improve its operations and facilities to feature a new look that could attract new customers and bring back old customers. The hotel was able to increase its occupancy rate by more than 50% in the second year as a result.

BAC Assists Cast-Iron Parts Product Company Increase Productivity

Production Volunteer Expert and BAC consultants help improve productivity for SeaLand Casting and Machining.

Completion: December 2002

BAC Consultants: Wichai Saretawekul and Yourop Sangsawang

Project Number: BAC02491

Client Company: SeaLand Casting and Machining Co., Ltd. is a manufacturer of cast iron parts for motorcycles, motors and water pumps. The company started with a business in cast iron products for water work in 1982. Its business experienced a steady growth and was further expanded during the 90s when Japanese motorcycle manufacturers contracted the company to produce cast iron parts. The current Managing Director took over the business from his father after returning from Japan with an engineering degree in 1998. He overhauled the manufacturing process to increase efficiency. Nevertheless, its high production cost requires further work on productivity improvement while a quality control system is necessary to achieve customer satisfaction. The company also needs a business plan as a guide to achieve future growth and sustainability.

Volunteer Expert: Khun Nipon Srisawan is a lecturer in Production Control and Planning and Quality Management classes at a Rajabhat Institute in Bangkok. He has extensive mechanical and engineering experience in a number of industries. He has provided consulting services in production planning, energy conservation, quality system and business planning to companies in the auto parts, sanitary products and plastic parts industries.

Goals of the Project: The project aimed to achieve the following goals:

- Reduces production cost by improving production processes.
- Establishes career paths and recommends guidelines to develop middle management.
- Formulates a business plan to guide the business into the future.
- Designs a quality control system that conforms to ISO 9001-2000 standard.

Areas of Assistance: An operation manual was prepared for the production line. Flowcharts of improved manufacturing process and improvement measures were recommended. Energy consumption data was measured for cost comparison purpose after the improvement. A product inspection standard was developed to provide guidelines for finished product inspection.

A set of job specifications and job descriptions for department management-level positions were prepared in a standardized format. A business plan was formulated with recommendation to develop the company's own products. 5 S activities were introduced with a committee set up to manage their implementation. Another committee was established to manage quality control process.

Impact of BAC Assistance: The company is implementing various cost reduction, productivity improvement and quality control measures. More time will be needed for the works to bear fruits. It is also looking for and allocating appropriate personnel to the right positions.

BAC Assists Plastic Product Company Market New Product Line

Marketing Volunteer Expert and BAC consultants develop a marketing plan for VP Painting Part's new plastic products.

Completion: December 2002

BAC Consultants: Yourop Sangsawang and Vorraphan Chuanpraphan

Project Number: BAC02490

Client Company: VP Painting Part Ltd., Part. is a manufacturer of plastic wares and plastic parts for electrical appliances and auto seats based in Samutprakarn province. Its regular clients include Hitachi, Sanyo, Mitsubishi, Srithai Overseats (an auto seat maker), and an agricultural products dealer. The company was established in 1996. It had 7 million baht annual sales in 2001. Its current annual production capacity is at 2 million units utilizing 15 people. The company has produced a new line of plastic kitchenware and needs a systematic marketing plan to market the products by itself. It also needs to have its staff trained on marketing techniques and methodologies.

Volunteer Expert: Khun Suree Udomsri is a professional consultant in marketing and financial management specializing in export businesses. She has over 25 years of experience in a variety of management functions ranging from Finance and Procurement management to practical marketing experience with good connection that can help link potential clients to potential business partners.

Goals of the Project: The project had the following goals;

- Develops an effective and practical marketing plan for the new product line.
- Trains staff to understand marketing concepts and to be capable of carrying out the marketing plan.
- Formulates a business plan that can lead the company to secure a commercial loan.

Areas of Assistance: The consulting team worked with the client's assigned team to collect relevant data, perform a SWOT analysis and formulate a marketing plan. The client's team was trained on marketing concepts on-the-job, or while working on the marketing plan together. To facilitate their learning, the team was assigned to collect marketing data and prepared reports to validate the marketing plan. A business plan was prepared at the same time to provide the company with a tool to work toward obtaining a bank loan.

Impact of BAC Assistance: The company followed the marketing plan and secured almost 1.1 million baht in sales of the new products, well over the 700,000 baht target, by the end of the project in December 2002. By following recommendations, the company was also successful in establishing distribution channels for the products through a network of wholesalers both in Bangkok and upcountry. The completed business plan helped facilitate a loan approval of 1 million baht from the Thai Farmers bank in August. The company has hired 5 additional workers to deal with the increased sales.